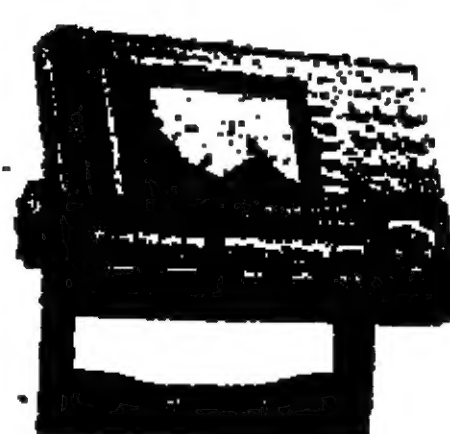


# FINANCIAL TIMES



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Kohl adds to  
German gloom

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**New Zealand**  
Lessons in  
revival

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**Executive education**  
Short courses  
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Survey, Pages 13-18

## Japan's trade dips into red for first time in five years

Japan's politically sensitive current account swung unexpectedly into a small deficit in January for the first time in five years. Economists expect the surplus to reappear in the next few months, but believe the trend of declining surpluses will stay. Page 22; Editorial Comment, Page 21

**German industry recovers:** A big jump in manufacturing output helped German industrial production to a surprise recovery in January, but the Bonn economic ministry warned that the figures might have to be revised downwards. Page 22; When recovery is not enough, Page 21

**Six states urge shelving of EU growth plan**  
Six countries, led by Britain, France and Germany, urged the European Commission to shelve proposals to shift funds from the European Union budget to support a new growth package. Finance ministers said the plan would send the wrong signal to the public when budget discipline was needed to prepare for monetary union. Commission president Jacques Santer (above) said he intends to press ahead with the move. Page 2

**US businessman attacks Sinn Féin funding:** There should be no financial backing for Sinn Féin in the US until the Irish Republican Army declares another ceasefire, William Flynn, president of US insurance company Mutual America, said in an interview with the Financial Times. Page 10

**Strike at GM shuts plants:** A strike at General Motors' brake plant at Dayton, Ohio, has shut 12 of its 29 North American assembly plants, affecting 40,000 workers. Page 6

**Deutsche Telekom discounts approved:** Deutsche Telekom, German telecoms group to be privatised this year, won government approval for large discounts to corporate customers. Page 2

**Alcatel and Sharp in phone venture:** Alcatel Telecom of France and Sharp, the Japanese electronics group, announced a partnership for the development of the next generation of portable telephones. Page 23

**Arab radicals increase attacks on summit:** Arab governments and radical groups stepped up their criticism of tomorrow's "Summit of Peacekeepers" in Egypt, saying the conference would mask Israeli aggression and polarise the Middle East. Page 5

**US to challenge Canada over magazine tax:** Washington will challenge Canadian taxation practices which exclude US magazines from the Canadian market, US Trade Representative Mickey Kantor said. Page 4

**Daewoo may buy Lotus:** South Korean industrial group Daewoo is understood to have signed a letter of intent to purchase all or part of Lotus, the British sports car manufacturer and engineering concern. Page 23

**Indian car sales advance:** Car sales in India are growing by almost a third a year, Indian industry figures show. Page 4

**Dutch complete DSM sell-off:** The Dutch government has completed its phased privatisation of DSM, the country's second-largest chemicals company, by selling shares remaining 11 per cent stake in the group. Page 5

**Ex-presidents on trial:** South Korean military presidents Chun Doo-hwan and Roh Tae-woo went on trial in Seoul on treason and rebellion charges for which they could receive the death penalty. Page 8

**Turkey and Israel to scrap tariff barriers:** Turkey and Israel will today sign a trade agreement eliminating all tariff barriers between them by 2000. Page 4

**Cricket World Cup:** The last two quarter-finals saw Australia beat New Zealand's total of 288 in Madras and the West Indies bowled out South Africa after scoring 284 in Karachi. The first semi-final will be played in Calcutta tomorrow between India and Sri Lanka, while Australia and the West Indies battle it out in Mohali, India, on Thursday.

**London share services:** A complete update of all London share prices was available for this edition. Some prices shown may be pre-close. Prices for all FTA constituents have been fully updated with closing values.

STOCK MARKET INDICES			
New York Composite	5,455.36	(+24.53)	
Dow Jones Ind. Av.	1,074.04	(+10.37)	
NASDAQ Composite	1,074.04	(+10.37)	
Russell 2000	1,074.04	(+10.37)	
FTSE 100	2,574.5	(-35.8)	
FTSE 100	10,786.29	(-359.58)	

US LUNCHTIME RATES			
3-month T-bill	5.4%		
6-month T-bill	5.4%		
9-month T-bill	5.4%		
12-month T-bill	5.4%		

OTHER RATES			
3-month Eurodollar	5.4%	(6.2%)	
6-month Eurodollar	5.4%	(6.2%)	
9-month Eurodollar	5.4%	(6.2%)	
12-month Eurodollar	5.4%	(6.2%)	

NORTH SEA OIL (Argus)			
North Sea (Apr)	\$18.32	(18.16)	
North Sea (May)	\$18.32	(18.16)	

## Dow rally in US calms European markets

By Philip Coggan in London and  
Lisa Branstetter in New York

European financial markets recovered from their lows yesterday as Wall Street rallied after Friday's sharp fall in bond and share prices following the publication of stronger than expected US employment data.

By early afternoon in New York, the Dow Jones Industrial Average had rebounded 50 points, triggering a surge in programme trading. It plunged 171 points on Friday, on fears that evidence of employment growth would stop the US Federal Reserve from lowering interest rates further.

The benchmark 30-year Treasury bond, which fell three points on Friday, the sharpest drop since the Gulf crisis of 1990-91, was around half a point stronger by early afternoon.

In the US equity market, cyclical shares benefited from the belief that the economy was not slowing as much as most economists had previously estimated. That led to a strong performance by the Dow Industrial, which is

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weighted toward cyclical shares. US Treasury bonds benefited from bargain-hunting. Mr Les Nibbeling of the mutual fund group Massachusetts Financial Services said he thought the long bond with a yield of more than 6.75 per cent presented a buying opportunity, given that inflation appeared as if it was still at about 3 per cent.

Analysts said there was a general feeling that the markets had over-reacted on Friday to the labour data. "The employment figures were so far removed from the trend that they were obviously a one month aberration," said Mr Keith Skeoch, chief economist at broker James Capel. Mr Michael Hughes, global strategist at Barclays de Zoete Wedd, said: "Within 24 hours, markets went from discounting a fall in interest rates to discounting a rise, which was too big a

## Early jitters but then Wall Street brings relief



shift. Nevertheless, world markets were in jittery mood, because low US interest rates have been one of the factors fueling the global bull market.

Asian markets, which closed well before Wall Street opened, bore the brunt of the damage, with the growing tension between the US and China over Taiwan acting to depress sentiment. The impact was particularly severe in Hong Kong, where

the Hang Seng index fell 7.3 per cent. In addition, the Hong Kong currency is linked to the US dollar and thus the colony's stock market is very sensitive to expectations of the likely direction of US interest rates.

Other Asian markets to be hit included Indonesia, where the local index fell 4.2 per cent, Sydney, which dropped 3.6 per cent, and Tokyo, where the Nikkei 225 average dropped 1.8 per cent to

19,786.29, its lowest level of the year. In Europe, leading stock markets fell around 2 per cent at one stage but recovered when Wall Street opened higher.

London's FTSE 100 index was 81.2 points lower at one point, before rebounding to close 35.8 points down at 3,674. In Frankfurt, the DAX was 1.2 per cent lower in after-hours trading, while in Paris, the CAC-40 index closed 1.3 per cent

down. Bond markets also stabilised. German government bonds ended slightly higher, having been three-quarters of a point lower at one stage. In London, the benchmark 10-year gilt dropped by a point but then rallied to close only an eighth of a point down. Despite yesterday's rebound, some commentators were not convinced the US correction was over.

## Reverse takeover of BT was option in C&W talks

By Hugo Dixon and Alan Cane in London

Cable and Wireless put forward an audacious plan to acquire British Telecommunications as part of merger talks between the two UK telecoms groups which broke down about 10 days ago.

The scheme, which would have involved C&W taking over a company with more than twice its market capitalisation, was proposed after BT suggested in November merging with C&W. Structuring the deal as a reverse takeover was designed to avoid the need for BT to buy out the minority shareholders in Hong Kong Telecom, in which C&W holds a 57.5 per cent stake.

Under Hong Kong stock exchange rules, a bid for C&W would have triggered a bid for the rest of Hong Kong Telecom as control of the company would have changed. That would have added another \$500m (\$500m) to the cost of the takeover, on top of the \$100m BT would have needed to pay for C&W - even without factoring in a takeover premium.

C&W's scheme involved issuing new shares to acquire BT. The combined group would then have geared itself up and paid out \$40m-\$50m in special dividends to shareholders. Sir Iain Vallance, BT's chairman, and Sir Peter Bonfield, BT's chief executive, would have become respectively chairman and chief executive of the new company. But because the new company would have been buying BT, there would have been no need to bid for Hong Kong Telecom.

Another attraction of the plan was that it would have avoided the risk that foreign governments might cancel C&W's myriad licences as a result of a change in its ownership.

The talks eventually foundered mainly because the companies could not agree on valuation and

Continued on Page 22  
Lex, Page 22; Let's call the whole thing off, Page 28

## China warns US not to interfere over Taiwan

By Tony Walker in Beijing and Laura Tyson in Taipei

China warned the US yesterday to stay clear of its row with Taiwan, as Washington strengthened its naval presence in the area by deploying a taskforce including two aircraft carriers.

Mr Qian Qichen, foreign minister, described US criticism of Chinese military exercises in the Taiwan Strait as "reckless" and "erroneous". He blamed Washington for contributing to tensions.

"It is ridiculous for some people to call for interference in the issue and even more ridiculous for them to call for the protection of Taiwan," Mr Qian told reporters. "Those people have forgotten that Taiwan is a part of China and not a protectorate of the United States," he added.

Mr Qian's remarks coincided with the deployment of the USS Independence battle group, including six support vessels, in waters off Taiwan to monitor Chinese live-fire military exercises due to begin today in the Taiwan Strait. Defence officials in Washington said a second aircraft carrier, Nimitz, would sail from the Gulf to waters near Taiwan.

Mr William Perry, US defence secretary, said a second battle group was being deployed in

waters off Taiwan as a "precautionary measure". "We do not believe China plans to attack Taiwan. We do not expect military conflict there," he said. "The US is a west Pacific power. We have substantial military forces in the west Pacific and a substantial interest in maintaining stability in that part of the world."

China's launching of three M-9 intermediate range missiles into waters off Taiwan's main ports last Friday followed by this week's planned large-scale military exercise has prompted jitters across the region, and contributed to a slide in local stock markets. The exercises, involving air,

land and sea units and some 150,000 men, are due to continue until March 20.

China regards Taiwan as a renegade province and has vowed not to rest until it is reunified with the mainland. Mr Lee Teng-hui, Taiwan's president and the front-runner in presidential elections on March 23, has been seeking to carve out a more independent role for the island.

This has included efforts to secure membership of the United Nations for Taiwan. Mr Qian yesterday called on Taiwan to drop that bid. "The United Nations is an organisation of sovereign states," Mr Qian said. "Taiwan is only a regional economy, it is

part of Chinese territory. How can it be eligible for membership of the United Nations?"

Taiwan responded frostily to his suggestion that tension across the Taiwan strait would ease if Taipei jettisoned its campaign for a seat in the UN. "If they fire missiles [and we drop the UN bid] then they can ask for more," said Mr Rock Leng, Taiwan's foreign ministry spokesman.

President Lee rejected Mr Qian's assertion that Taiwan's first direct presidential elections were part of an attempt to gain independence.

Risky course, Page 8

## UK risks damaging revolt over Europe

By Robert Peston in London

The UK government will today risk a damaging revolt by hard-line Tory EU opponents by enthusiastically endorsing membership of the Union and rejecting many of their key demands.

The government sets out in a white paper its approach to the imminent intergovernmental conference on reforming the EU's institutions. It lists the benefits to the UK of EU membership and says that it should remain far more than a free trading area.

The UK's vision is that the EU's constitutional development should be restrained, so that it does not evolve into a federation, but that its institutions should be made to work more efficiently. "Our view is that it should be an association of nations, working together," said a senior member of the government. "Obviously this is an idiosyncratic view within the EU but it is not a negative one."

However, this approach will alienate both the Tory Eurosceptics, who are arguing for a radical pruning of the EU's powers, and also governments of other member states, which believe the UK is blocking the institutional reform necessary for EU enlargement.

The UK will endorse the Franco-German concept of a "flexible EU" in which groups of EU mem-

bers which want to move rapidly to forms of closer co-operation are not held back by opposition from other EU states.

However, the UK is likely to veto any extension of qualified majority voting in EU decision-making, in spite of the views of other EU members that enlarging the Union will be impossible without greater use of this.

The paper will also say there is no case for any increase in the powers of the European parliament, but the option will be left open of giving the parliament greater powers over the European Commission.

Eurosceptics will take comfort from those proposals, but will be severely disappointed by the UK's position on the sensitive issue of reforming the European Court of Justice and the Common Fisheries Policy.

In fishing, the UK will suggest at the IGC that an EU treaty amendment may be necessary to exempt national fishing quotas from EU anti-protectionist measures. "That is not nearly good enough," said a Tory sceptic. "We want the fisheries policy scrapped altogether."

On the European Court of Justice, the UK wants an appeals mechanism incorporated in the

Continued on Page 22  
Tories wary of referendum party's support, Page 9

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## NEWS: EUROPE

# Deutsche Telekom wins price fight

By Michael Lindemann in Bonn

Deutsche Telekom, the German telecoms group which is to be privatised this year, yesterday won government approval for large discounts to corporate customers.

In return for the go-ahead, fiercely opposed by private-sector competitors, the state company has agreed to spend at least DM10bn (\$6.7bn) to complete the digitalisation of the country's telecoms network by the end of next year.

Controversy about the discounts, which the government says will reduce the biggest corporate phone

bills by up to 39 per cent, has raged for almost three months.

In an attempt to block them, VTM, a group of private German telecoms operators, including such companies as Veba, RWE and Mannesmann, complained to the European Commission. They argued that the discounts would put their own fledgling operations out of business.

Germany's telecoms regulatory council had refused to allow the proposals to go ahead until Deutsche Telekom came up with benefits for residential customers.

Mr Wolfgang Bötsch, post and telecoms minister, said yesterday he had

given the go-ahead after Deutsche Telekom said it would introduce two new tariffs at the end of this year offering discounts for frequent callers. However, these can only be given to customers with a digital phone line, which will be available to only about 80 per cent of residential clients by the end of this year.

VTM said Brussels still had power to block the discounts and hoped it would do so. The group said preliminary contracts signed by Deutsche Telekom in the expectation that the corporate discounts would be approved, had already led to significant setbacks for new operators.

The opposition Social Democrats accused Mr Bötsch of being "dilatory" because he had been unable to produce figures to counter VTM's claims that the corporate discounts would distort competition among German operators.

Deutsche Telekom said corporate clients could get discounts of up to 35 per cent on their phone bills. The ministry said customers with phone bills exceeding DM65,000 per month could get a discount of up to 39 per cent.

Mr Ron Sommer, Deutsche Telekom's chief executive, was yesterday unable to say how much the frequent-

caller discounts for private clients would cost his company.

"There is a worst-case scenario in which there will be just rebates and no higher sales," he told journalists. "But we hope that the pleasure of using the phone will be increased by these discounts."

The extra money which Deutsche Telekom will have to spend on digitalisation comes on top of debts which last year totalled DM125bn. However, Mr Sommer declined to say what effect the extra expenditure might have on the stock exchange listing due to be completed in November.

## EUROPEAN NEWS DIGEST

## Russia criticises its Grozny force

Mr Anatoly Kulikov, the Russian interior minister, yesterday criticised the performance of his troops during battles with separatist fighters in the Chechen capital, Grozny.

Mr Kulikov, meeting with commanders and members of the Russian-installed local government in Chechnya yesterday, "was extremely dissatisfied with the performance of the interior ministry, army and local militia troops in repelling the attack," said an official at the meeting.

He also criticised the failure of intelligence sources to give warning of the surprise raid by the separatists that began last Wednesday and ended on Sunday, causing heavy losses among Russian troops. Mr Kulikov promised to give more support to the locally installed police force.

Most security in Grozny is provided by heavily armed Russian interior ministry soldiers who patrol in armoured troop carriers and man bunkers at all strategic points.

There were several reports during the fighting of instances of members of the local police helping their fellow Chechens in the separatist army who infiltrated Grozny and wiped out Russian posts throughout the southern half of the city within hours.

## Bonn's military image offensive

The German Defence Ministry yesterday made public some measures to improve the image of military service among young men of conscription age.

The ministry will increase advertising for the military in youth magazines and reduce tape in procedures for calling up recruits. Basic medical training will also be given to every recruit and there will be offers of foreign language courses and further education to help soldiers find work once they return to civilian life. The measures are aimed at reversing a rise in the number of conscientious objectors among men called up for military service. Last year the number of conscientious objectors in Germany rose to a record 180,000.

"We have to get used to the fact that young people of draft age have to be attracted and won over for service in the armed forces," said Mr Volker Rühe, the defence minister.

Mr Rühe said many young Germans preferred conscientious objector status and its alternative civilian service in hospitals or old-age homes for pragmatic reasons that have nothing to do with legal or moral questions.

"Military service is judged less favourably than civilian service because of the time burden, the special features of military life away from a familiar environment and because of the financial compensation," Mr Rühe said. Germany this year reduced compulsory military service from 12 months to 10 months and increased soldiers' pay.

## Russia hints at Nato compromise

Mr Yevgeny Primakov, Russia's foreign minister, yesterday hinted that a compromise solution over Nato's expansion plans might be acceptable to Moscow, as long as the military balance of power in Europe remained stable.

Mr Primakov said Moscow's hostility towards Nato's plans to embrace new members in central and eastern Europe was unchanged in principle. But he appeared to suggest Russia would not react to central European states joining the formal structures of Nato, provided integrated military units did not move closer to its borders. Mr Primakov's comments came after a meeting in Moscow with Mr László Kovács, Hungary's foreign minister. Mr Kovács confirmed Hungary's intention to join Nato irrespective of Moscow's objections.

Western diplomats have suggested Mr Primakov, who has a reputation as a foreign policy hawk, may be in a stronger position to compromise over Nato expansion than his luckless liberal predecessor, Mr Andrei Kozyrev. Mr Primakov, who previously headed Russia's foreign intelligence service, appears to be trusted by the Communist-dominated Russian parliament.

## Crimean ultimatum for Ukraine

The parliament on the Crimean peninsula, Ukraine's troubled autonomous region, yesterday gave the Kiev government an ultimatum to resolve a constitutional dispute or face a potentially destabilising referendum.

Led by deputies who want Crimea back in Russia, the chamber demanded the Ukrainian parliament approve the peninsula's new constitution by April. If not, Crimea proposed to put the document to a popular vote. Deputies also want Kiev to reaffirm Crimea's autonomy in the draft Ukrainian constitution - in which deputies removed any reference to "autonomy" and called the peninsula's constitution a "charter". The Crimean parliament, viewing this as a threat to local self-government, only narrowly voted down a proposal to hold a vote on the peninsula's independence.

Kiev officials yesterday brushed aside the Crimean threat, saying the parliament did not have the right to call a referendum. "No one has cancelled Crimea's autonomy," said Mr Volodymyr Butkevich, chairman of Ukraine's constitutional commission.

## Bucharest metro strike goes on

A dispute which has closed the Bucharest metro for the past eight days worsened last night when the Romanian government threatened to sack all workers who failed to return to work immediately.

Earlier, union officials said more than half of the underground's 6,200 workers had already signed letters of resignation after similar threats from management. The strike, which has affected 700,000 metro users, has severely disrupted traffic in the snow-bound city. Union leaders called off the strike last Wednesday before court rulings declared the action illegal and banned it for 75 days.

However, hundreds of workers continued a wildcat protest, occupying stations and blocking tunnels. The strike began last Monday after workers failed to secure a 48-per cent pay rise for the first half of this year.

## Poll censure for Chirac's party

France's opposition Socialist party appears well-placed to win another seat from the ruling Gaullist coalition of President Jacques Chirac in a by-election run-off next Sunday in the south-eastern town of Brignoles.

In the first round of the poll to replace Mr Hubert Falco, the centre-right deputy in the National Assembly elected to the Senate last September, none of the eight candidates obtained an absolute majority. The run-off will be between the top two candidates, official conservative candidate, Ms Josette Pons, and the socialist, Mr Maurice Janetti.

Ms Pons came top of the poll with 22.92 per cent of the vote with Mr Janetti close on her heels with 20.43 per cent, compared with 13.75 per cent in the legislative elections of 1993. There was also a surge in support for the Communist candidate, Mr Guy Guigou, who scored 19.12 per cent.

Since Mr Chirac was elected last May, his ruling conservative coalition has lost seven seats in the national assembly, where it has an overwhelming majority of 463 seats out of the total of 577.

## French consumer prices edge up

France's consumer price index in February provisionally rose 0.4 per cent from the previous month, and 2 per cent from a year earlier, the national statistics institute said yesterday.

Excluding energy prices, which rose 0.7 per cent from January, inflation still rose 0.4 per cent from January and 1.9 per cent from a year earlier.

The prices of manufactured products rose 0.5 per cent from the previous month due to the 1.5 per cent increase in clothing and shoe prices. Services sector prices rose 0.2 per cent, and 3.2 per cent year-on-year.

Spanish producer prices rose 0.5 per cent in January from December, and were up 3.7 per cent year-on-year.

● New car registrations in Italy rose 2.97 per cent in February from a year earlier to 158,000 units.

# Hungarian monster strains at leash

Hungary's parliament is today due to vote on a much delayed 1996 budget for its troubled social security system, after much prodding from international institutions and an International Monetary Fund threat to withhold an important loan agreement.

However, overhauling the country's bloated welfare state has already caused the resignation of several ministers in the past year. Mr Peter Medgyessy, sworn in as finance minister last week, takes office just as the country is enmeshed in a fresh row caused by his predecessor's radical reform plans.

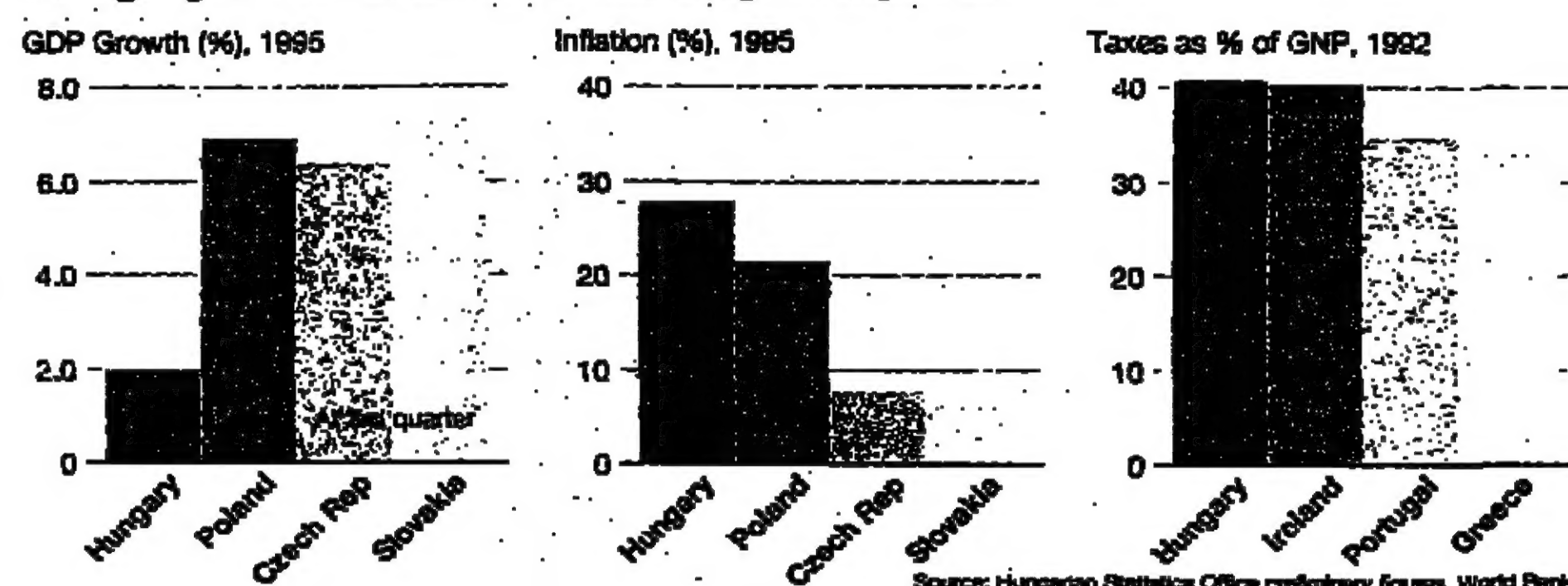
Parliament must approve this year's social security budget before the IMF board meets on Friday to decide on a critical stand-by loan.

The IMF has linked the loan to approval of a tight Ft 17.8bn (\$125m) deficit for the two heavily indebted funds which run the national health and pension systems. The Organisation for Economic Co-operation and Development, membership of which Budapest sees as an important step towards joining the European Union, has said it will admit Hungary this year if it will limit Hungary's share of the loan goes ahead.

Unfortunately for Mr Medgyessy, however, welfare reform does not end with this year's budgets. A radical overhaul of Hungary's social security system - one of the world's most extensive welfare states - is seen as the key to improving the country's sluggish economic performance and ensuring long-term growth.

While Hungary's gross domestic product per capita is less than a fifth of the OECD

## Hungary's tax test: the economy compared



## Government is struggling to rein in the country's bloated welfare state, writes Virginia Marsh

average, the share of GDP it spends on welfare is about 1.4 times higher.

Yet, according to the World Bank, the system fails to provide adequate social protection or healthcare. By the early 1990s, a Hungarian man aged 45, for example, could expect to live nearly six years less than his Austrian counterpart, a statistic the bank describes as "scandalous".

At the same time, welfare's share of government spending has shot up in the past decade from 39 per cent to more than 55 per cent.

A combination of high state debt (the largest per capita in the region), high interest rates and inflation, and high taxes have depressed economic growth despite the country's impressive privatisation record and lead in attracting investment. GDP rose an estimated 2 per cent last year, well below the 5-7 per cent in Poland and the Czech Republic.

Ironically, Hungary is now paying the price for embarking on reform ahead of its neighbours. Emulating the "social market economies" of such countries as Sweden, the reform communist governments of the 1980s (in which Mr Medgyessy played a leading role) devised a western-style tax regime and an elaborate welfare system, designed in part to compensate the population for the recession which was beginning to blight the economy.

With the collapse of communism in late 1989, attention shifted to building democracy and to reforming the productive sector. Welfare and the social sector were left virtually untouched until the austerity programme drawn up last year by Mr Lajos Bokros. Mr Medgyessy's predecessor.

The so-called "Bokros package" rationalised maternity and family payments and, for the first time, introduced fees

for higher education and some medical treatment. Contributing to a 12 per cent cut in average real incomes last year, it was strongly opposed in a country where three out of four households received some form of welfare benefit.

For Mr Bokros, however, last year's cuts - part of a package of emergency measures to prevent further rises in Hungary's debt and swelling trade and current deficits - were only the beginning. This year he had intended to streamline the civil service, rationalise public finances further and, above all, to tackle pension and health reform.

He resigned after the cabinet agreed to lift the retirement age to 62, up from 55 for women and 60 for men, but failed to support changes to this year's social security budget. He leaves Mr Medgyessy, a former career civil servant, with the difficult task of continuing unpopular reforms and

mending severely strained relations with the powerful pension and health funds.

With characteristic bluntness, Mr Bokros accused the funds of managing public money "irresponsibly and wastefully" and was determined that they should be more accountable to central government.

Around a third of annual state spending is channelled through the two funds - they plan to spend Ft 975bn this year - yet they are semi-independent and subordinate only to parliament. Central government has no direct control over them but must finance any deficit they incur. This has amounted to more than Ft 200bn since 1990. Not surprisingly, such a system has greatly complicated reform.

In a recent report the OECD commented: "No counterpart to the pension fund with similar authority exists in any OECD country."

Mr Bokros's resignation has prompted a flurry of activity, with fund officials, the unions and the government scrambling to find a compromise to plug a social security deficit which could otherwise reach Ft 55bn this year. Analysts are divided as to whether Mr Medgyessy can maintain the momentum and persuade the funds and the Socialist party to accept longer-term reforms.

However, all agree time is short. They believe the government has just this year to move ahead with welfare changes, before the Socialists turn their attention to winning the 1998 elections.

\* *Social and Labour Market Policies in Hungary, 1995, available from OECD, 2 rue Andre-Pascal 75775 Paris.*

## Matthew Kaminski reports on a port which only just survived a Balkan storm

# Gateway to east and west hopes for peace dividend

The cranes are standing idle in the Danube port of Izmall, the Bessarabian river delta town of low, whitewashed houses - built by the Romanians, immortalised by Pushkin and annexed by Stalin after the second world war.

During the five years of war in the former Yugoslavia, United Nations economic sanctions against Belgrade virtually stopped traffic on the Danube.

A series of UN checkpoints were set up to halt the smuggling of strategic supplies to Serbia and turned traders off using the waterway.

Izmall's two biggest employers, the port and the shipping company, lost business and workers. With the trade embargo lifted after November's Dayton accord, many expect a turnaround this year. Before 1991, Soviet Ukraine carried on a lively metals and grain trade with Yugoslavia, but the war took a bigger toll on the port's role as a transit

centre for cargoes from the Black Sea up the Danube to Hungary, Austria and Germany - Italian Adriatic ports also benefited.

Mr Oleksandr Tehov, managing director of the Ukrainian Danube Shipping Company, claims UN sanctions against former Yugoslavia cost the company an estimated \$40-\$50m. The shipping company, which used to account for a sixth of Izmall's tax revenues, lost \$450m because of the sanctions. Mr Tehov said. The 1,000-ship river fleet last year lost almost \$2m and contributed nothing to the city budget.

Mr Oleg Georgiev, deputy director at the port, said: "Over the past five years, we have lost clients across western Europe. Other suppliers replaced Ukrainian steel and raw materials. To get this business back will be a long, hard fight."

The port has also lost many of its experienced riverboat crews and dock workers. Mrs Tonya Kovalenko said her husband, formerly an engineer with the Danube river fleet, had left Izmall to take a job in Iran at a wage of \$2,000 a month, roughly 40 times the average wage in Ukraine.

The infrastructure also suffered as cargo handled at Izmall's port fell from 10m tonnes in 1989 to 4m tonnes last year the docks and their

70 cranes received little maintenance.

Ukraine's faltering economy could not provide enough substitute business to underwrite renovation, not to mention new investment. Some transit trade between Russia and the Middle East kept the port open. But today Izmall lacks even the funds to buy oil or gas to heat homes or keep electricity on at night: port officials schedule all their business meetings before dark.

The war in former Yugoslavia was not the only reason for Izmall's troubles. In the 1980s, Comecon, the Soviet satellite trading bloc, disappeared and many of Ukraine's old partners reoriented themselves westwards.

Mr Alexander Shaposhnikov, director of joint ventures at the Danube Shipping Company, agrees that business can return to pre-embargo levels by the end of the decade. The company's cargo turnover should increase up to 40 per cent this year, he says, "simply because the lifting of the embargo makes it possible for our ships to go up the river. Demand for exports will increase because there'll be a lot of new investment coming into Yugoslavia".

Ukraine's foreign minister visited Belgrade in January and claimed bilateral trade could jump from \$2m to \$20m

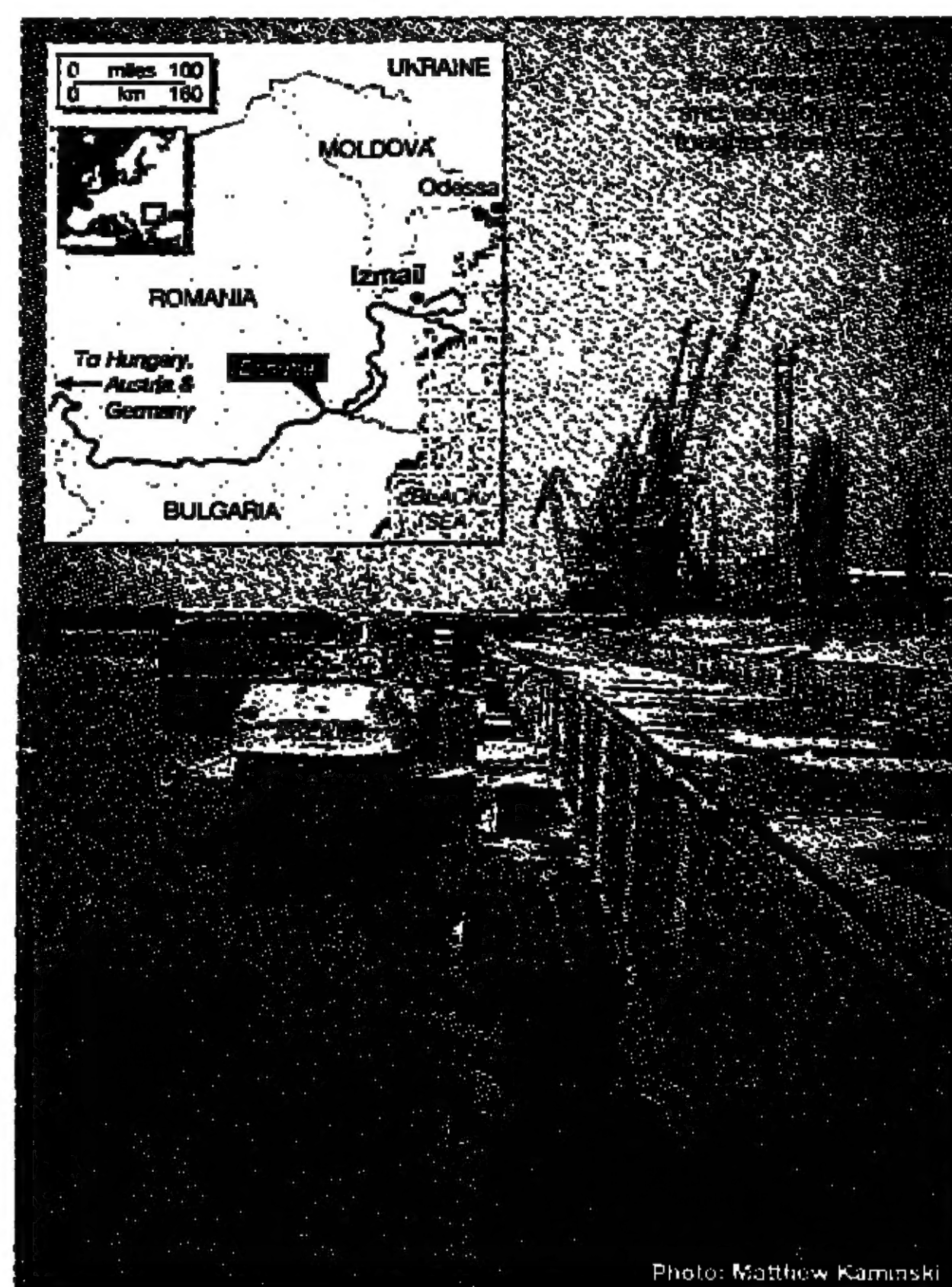


Photo: Matthew Kaminski

in one year. Izmall's mayor, Mr Yuri Marchuk, speaks of a possible free-trade zone, the pet project of many regional leaders in Ukraine, and closer economic co-operation with Romanian cities, just across the Danube, as two concrete measures intended to put his town back on the map.

Ukraine also remains the best southern gateway to Russia, adds Mr Boris Levitsky at

Const, a freight forwarding business set up with Egyptian and Soviet capital in 1990 that managed to grow because of lorry container traffic to Russia.

He says Serbian furniture and grain exports took off over the winter months and forecast that Russian demand would rise as its economy recovered. "The growth, I think, will be dynamic."

Thus, the Italian Renewal party of Mr Lamberto Dini, the prime minister, will be on its own in contesting the proportional part. Mr Dini deliberately rejected forming an alliance with other centrist groupings including the bulk of the former Christian Democrats in the Popular party and with Mr Romano Prodi, the Bologna economics professor who is the formal leader of the centre-left alliance.

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# Tax affair hits Commerzbank's shares

By Andrew Fisher in Frankfurt

Shares in Commerzbank fell sharply yesterday in the wake of the German bank's admission that it had paid too little in taxes since the mid-1980s - though it said the sum involved was small.

The arrears, mainly covering 1984-88, totalled only around DM10m (\$6.7m) compared with DM4.7bn of taxes paid by the bank in the 10 years to 1994, it said. A report in Der Spiegel magazine on the tax underpay-

ment had been "incorrect in various key points" and given a "misleading impression".

The arrears centre on the tax treatment of risk provisions for loans to foreign countries and also reflect "frequent changes" in tax rates in recent years.

The bank's shares closed 3.6 per cent lower at DM328.80, a steeper fall than the overall market; the Dax index of blue chip shares was down 2.5 per cent at 2,407.79 points.

Some analysts said that

although the tax sum involved was small, Commerzbank's image had been hit by the publicity, as well as by its involvement in corporate problem areas. These include Fokker, the Dutch aerospace company, and Bremer Vulkan, the ailing German shipbuilding group.

The bank is the main lender to Bremer Vulkan and managed bond issues for Fokker, for which Daimler-Benz, its main shareholder, has now ended financial support.

In addition, Commerzbank

has been the focus of a probe by tax authorities trying to find out whether bank officials helped clients transfer funds to Luxembourg to evade German taxes. More than 200 tax officials raided its Frankfurt headquarters and three branches late last month.

The bank denies any wrongdoing, stating that it had not advised clients to put funds in Luxembourg or elsewhere to escape withholding taxes on investment income.

Other German and foreign

banks have also been investigated by tax authorities seeking information on accounts in Luxembourg subsidiaries. The latest is Trinkaus & Burkhart (owned by Midland Bank of the UK, part of HSBC Holdings), which confirmed that tax officials had visited its Düsseldorf headquarters.

Also under investigation are Dresdner Bank, Hypo Capital Management (owned by Bayerische Hypotheken- und Wechsel-Bank) and Merrill Lynch of the US.



# S Africa's economic rift widens

Government must perform hard juggling act in tomorrow's budget, says Roger Matthews

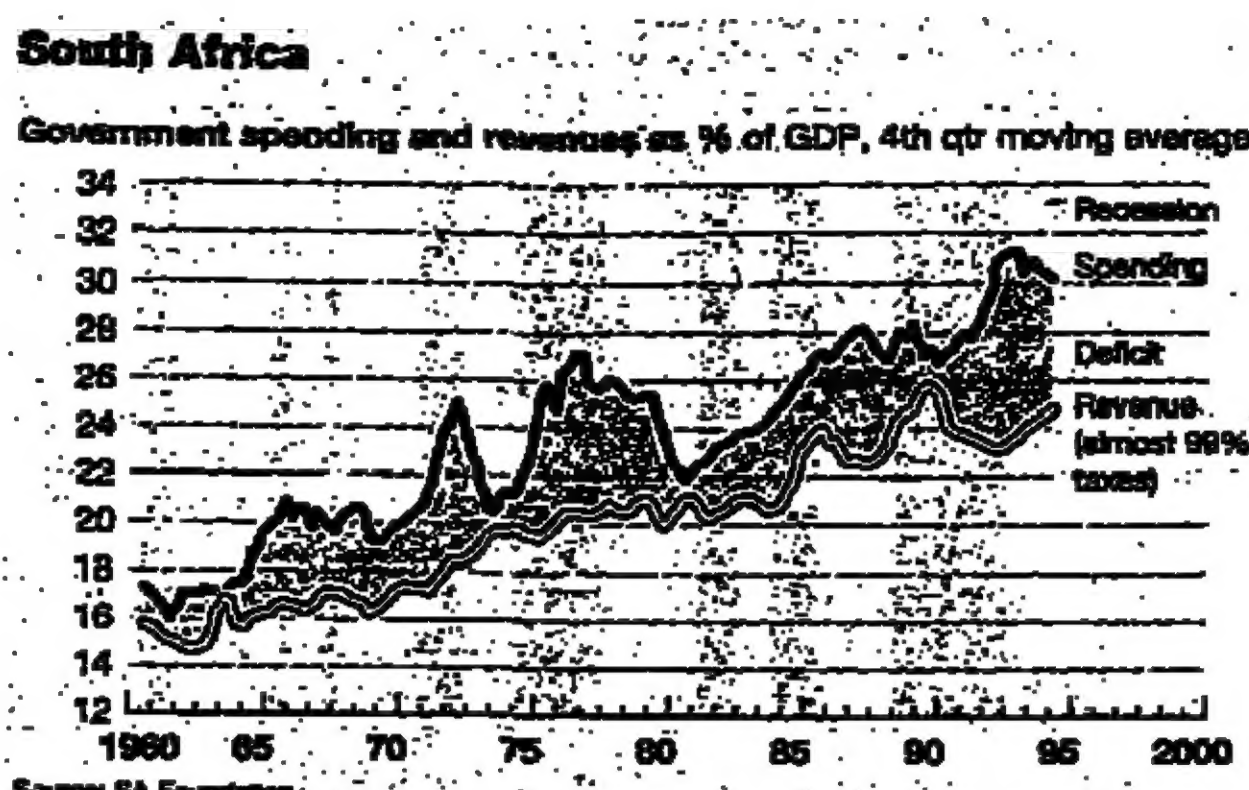
Sharp divisions over economic strategy are developing between big business and the government in South Africa, encouraged by the recent pressure on the rand and arguments over the budget due to be delivered tomorrow. Both sides agree on the need to achieve a sustained annual growth rate of at least 6 per cent to reduce 33 per cent unemployment and alleviate poverty. But after two years of wary peace, the attempt to build a policy consensus is fast evaporating.

South Africa's 50 biggest companies, grouped under the banner of the South Africa Foundation, threw down the gauntlet 10 days ago with the publication of a document proposing precise policies for faster growth.

These included swift action to cut the budget deficit, the rapid dismantling of foreign exchange controls, a vigorous privatisation programme and more flexible labour policies.

At the weekend, the proposals were roundly criticised by Mr Tito Mboweni, labour minister, as "a recipe for disaster" which would "push the country backwards".

"The document they have delivered is a request from big business to do something for them, but nothing for the poor," he said. "In fact it



increases the burden on the poor. What kind of political system could accommodate the proposals they make?"

Mr Chris Stals, governor of the Reserve Bank, has ruled out any move to scrap exchange controls in the budget, and remains committed to a phased relaxation. He said in an interview that the recent volatility of the rand, which in two days last month lost more than 7 per cent of its value against the dollar, was to be expected and provided justification for his caution.

Mr Stals has sympathy for the political juggling act which Mr Chris Liebenberg, the finance minister, must perform in drawing up a budget which produces a significant cut in

the fiscal deficit, currently 6 per cent of gross domestic product.

Big business says the minister's target of reducing the deficit to 4.5 per cent by 1999 is too modest, and is seen by potential foreign investors as evidence of policy failure. The South Africa Foundation paper wants to see it slashed by 1.5 per cent of gross domestic product a year until it reaches 2 per cent.

The Reserve Bank governor also has sympathy for that approach. "Capital spending by government is less than 3 per cent of GDP, so everything it has to borrow above 3 per cent of GDP is negative spending. It is borrowing to finance current expenditure," he said.

"I would also like to see more done to encourage personal savings, which have been falling for five or six years, mainly as a result of taxation which has not been adjusted to take account of inflation."

But it is precisely the savings industry that - for reasons of political expediency - Mr Liebenberg is expected to target to raise extra revenue in the budget. Initially he is known to have favoured a 1 percentage point increase in the rate of value added tax to 15 per cent. This was strongly supported by the business lobby.

It is no less strongly opposed by the Congress of South African Trade Unions (Cosatu), which is aligned to the African National Congress. Until the middle of last week, Mr Sam Shilowa, the general secretary of Cosatu, and Mr Alec Erwin, deputy finance minister and former union official, were still arguing the relative merits of a VAT increase, or the alternative of a one-off 1 per cent levy on the investment income of pension and provident funds.

Leading businessmen insist that "one-off" taxes should be strenuously avoided because they create uncertainty and are detrimental to investor confidence. A tax on pension funds would also hit the very industry that the govern-

ment needs to encourage. Instead, big business suggests the government should commit itself to cutting spending on staff by reducing civil service levels by 100,000 over the next five years, and by not increasing real spending on items such as education, health and housing which, it said, were already high by international standards.

In his report, Mr Mboweni criticised the call for faster privatisation, describing it as a plan to "sell the family silver". He dismissed as "ridiculous" their proposal for a "second tier" labour market, designed to free employers from strict new labour laws in order to create new jobs more cheaply. It would "mark the return of institutionalised black workers once more in a cheap labour system", he said.

At least the debate, which had been muted, is now in the open and audible to international markets.

For the second time in his brief career as finance minister, Mr Liebenberg must tomorrow attempt to reassure the strong South African trade union movement without alarming the business community. "It is a very difficult political exercise for a minister of finance to satisfy everyone," said Mr Stals, a central banker who enjoys understatement.

## Warning signals ignored in Rwanda

By Bruce Clark in London

The world failed to read clear warning signals of an impending genocide in Rwanda in 1994, and a similar catastrophe could be brewing in neighbouring Burundi, according to a year-long study of the region issued yesterday.

"A crisis in Burundi of the proportions of the Rwanda crisis could constitute an immense calamity for the Great Lakes region, Africa and the world," said the report, commissioned in December 1994 by a committee of UN and non-governmental agencies, plus 19 donor nations.

The study urged Mr Boutros Boutros Ghali, the UN secretary general, to act on the lessons of Rwanda and avert disaster in Burundi.

These steps should include: support for mediation efforts by the Organisation of African Unity; creating an "effective human rights machinery" whose tasks would include "vigilance over threatened genocide"; helping to create an effective system of justice so as to "break the vicious cycle of impunity"; and pressure on those inciting violence.

Analysing the failure to avert the deaths of up to 1m Rwandans in 1994, the study said "there were increasing warning signals" from experts on the region, and specialised UN agencies, from early 1993.

However, "the UN Secretariat and Security Council did not recognise these," said the report, which called for a unit charged with early warning of conflicts to be placed under the direct authority of the UN secretary general.

The report describes as "fateful" the UN Security Council's decision in April 1994 to withdraw most of its peacekeeping force, and says a "case can be made" that thousands of people would have been saved if the force had instead been expanded.

*The International Response to Conflict and Genocide: Lessons from the Rwanda Experience. Available from Danish Ministry of Foreign Affairs.*

### INTERNATIONAL NEWS DIGEST

## Malan pleads 'not guilty'



Former defence minister Magnus Malan (left), once South Africa's most powerful military general, yesterday pleaded not guilty to 13 charges of murder in a packed Supreme Court room. Nineteen co-defendants, including 10 apartheid-era senior military officers and six members of an alleged Zulu nationalist Inkatha Freedom Party (IFP) hit-squad, also entered pleas of not guilty. All 20 accused also pleaded innocent to four counts of attempted murder and one of conspiracy to murder political opponents in the 1980s of the then apartheid government.

The charges relate to a 1987 massacre of 13 people, mostly women and children, in KwaMakhutha black township south of Durban. Opening the state's case, Mr Tim McNally, KwaZulu-Natal attorney-general, said the prosecution "will cast a shaft of judicial light into a corner of our history which hitherto has been dark and secret."

The case is being viewed as a trial of the apartheid-era military machine and its alleged involvement in political violence, which has seen more than 14,000 people killed in KwaZulu-Natal in the past decade. *AFP, Durban*

## Iraq blocks UN inspectors

Iraq yesterday prevented United Nations inspectors monitoring its heavy weapons arsenals from visiting a site in Baghdad.

The confrontation, the second such incident in less than a week, was taken up by UN Security Council members in discussions that were expected to be followed with a statement calling on Iraq to comply with UN resolutions.

A key part of the Gulf War ceasefire agreement was the Council's call for the dismantling of Iraqi weapons of mass destruction, a process that has been repeatedly hobbled by President Saddam Hussein.

Meanwhile, the second round of negotiations on the proposed sale of up to \$2bn worth of Iraqi oil to buy food and medicines opened between UN and Iraqi negotiators in New York. Mr Abdul Amir al-Anbati, the Iraqi envoy, said he hoped practical arrangements could be completed within 10 days. *Michael Littlejohns, UN Correspondent, New York*

## Minister attacks Abacha's aides

General Sani Abacha, the Nigerian leader, seems out of touch with reality because aides are misinforming him, a British minister said yesterday. Baroness Chalker, the overseas development minister, said she was "deeply concerned" by the apparent failure of a barrage of protests and retaliatory measures to get through to Gen Abacha.

"He is only being told what certain people around him would wish him to know," said the minister, who urged the US to match the sanctions against Nigeria which have been imposed by the European Union.

In a Commonwealth Day news conference, the British minister praised the economic liberalisation programme of Kenya and the efforts of President Daniel arap Moi - who once likened her to a "kindergarten headmistress" - to reduce corruption. *Bruce Clark, London*

# Arab radicals step up summit attacks

By Julian Ozzanne in Jerusalem

Arab governments and radical groups yesterday stepped up their criticism of tomorrow's "Summit of Peacemakers" in Egypt, saying the conference would mask Israeli aggression and polarise the Middle East.

The criticism reflects a belief among many Arabs that the summit, co-chaired by US President Bill Clinton and Mr Hosni Mubarak, the Egyptian president, will ignore Israel's continued occupation of Arab lands in contravention of United Nations resolutions and marginalise Islamist groups that have genuine popular support.

Almost 20 heads of state or government plan to attend the summit aimed at combating terrorism and saving the Middle East peace process in the wake of Islamist suicide bombings in Israel.

Syria, a key regional player, yesterday accused Israel of daily repression in the occupied territory and scorned an Israeli call for Damascus to close the offices of radical Palestinian groups.

"It is strange that Israel drops tonnes of bombs on innocent civilians in south Lebanon and practices daily repression in the occupied territories without anyone reacting to her," said the official Syrian Tishreen newspaper.

"It is clear that Israeli leaders are forging facts and events in an uncovered game... Occupation in their view became self-defence and resistance to occupation became terrorism."

Lebanon said yesterday it would boycott the summit and called on world leaders to force Israel to implement UN Security resolution 425 which calls on Israel to withdraw from Lebanese land. Over the weekend, Mr Mohsen Dahlouh,

Lebanon's minister of defence, said the summit was doomed to fail as it only aimed to please Israel. "The summit is... weird and bizarre," he said. "Is he who carries a rifle to liberate his land a terrorist like they claim? While he who occupies the land is opposed to terrorism."

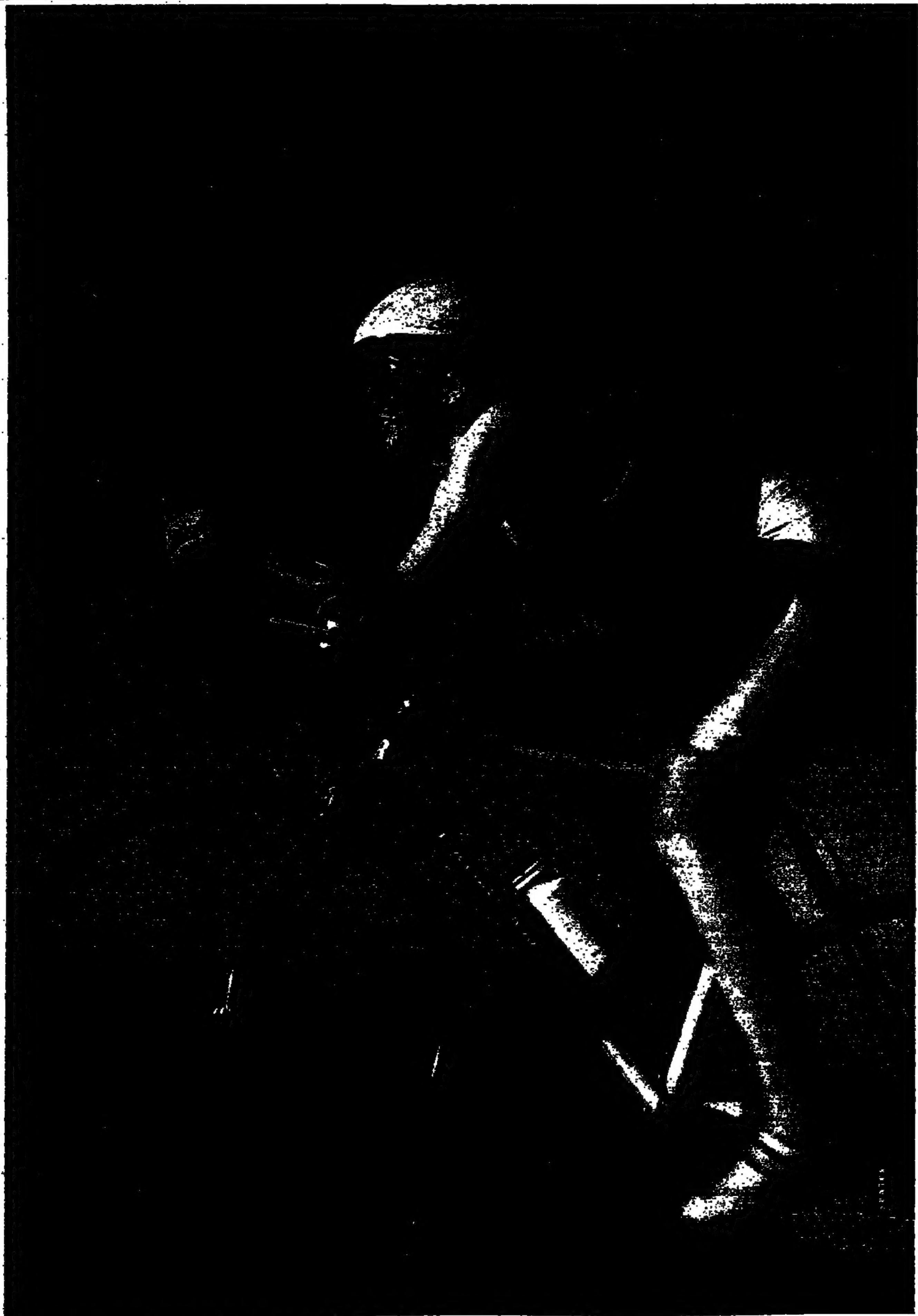
Radical Palestinian groups also attacked the conference. "Resistance of occupation with all ways and means is a right which is ensured by international law," said Mr Maher a-Tajer, of the Damascus-based Popular Front for the Liberation of Palestine.

Arab diplomats said there was a danger that Islamist movements with large domestic support bases and genuine grievances against undemocratic governments and monarchies would be marginalised by the summit. They said such groups in Egypt, Bahrain, Saudi

Arabia and Jordan, which were deeply rooted spiritual, social and political movements, feared they were going to become the victims of a muddled western drive against terrorism and a growing stereotype that grouped all Islamists together as fanatics.

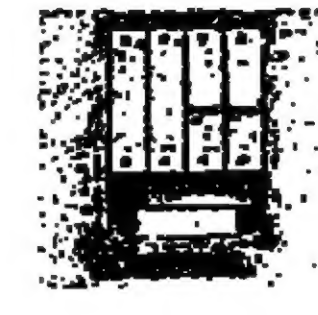
Fears have also been raised that the summit might exacerbate polarisation between those governments willing to join a western-Israeli alliance and those left outside like Syria, Lebanon, Iraq, Iran and Libya.

Jordan, seeking to defuse Islamist criticism of its participation at the summit, said yesterday it was attending the meeting to shore up Middle East peace. "We are not going there to point the finger of accusation at anyone," said Mr Marwan Muasher, information minister. "We are going there, without shame and fear, to support the peace process."



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VICTORIA BEHLE,  
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## NEWS: THE AMERICAS

# GM hit by Dayton brake factory strike

By Tony Jackson in New York

A strike at General Motors' brake plant at Dayton, Ohio, has shut down 12 of its 23 North American assembly plants, affecting 40,000 workers. The number of plants hit will rise sharply if the strike continues, since the Dayton plant supplies 90 per cent of GM's brake components.

The company said yesterday no talks with the union were scheduled.

The strike, potentially one of the most serious at GM for several years, began last Tuesday. The dispute concerns outsourcing, under which GM seeks to increase the number of parts it buys from outside suppliers. The company is unusual in the industry in its

reliance on its own components. Ford, for example, buys all its components outside.

GM claims some of its component operations are uncompetitive and insufficiently productive. In 1994, an attempt to buy brake parts outside provoked a three-day strike at the Dayton plant, which was settled by GM undertaking to expand the plant.

The union now claims the promised expansion, involving extra jobs, has not taken place. The company said additional conditions on productivity had not been met.

The assembly plants affected produce a wide range of GM vehicles, from Cadillac, Chevrolet and Oldsmobile cars to pick-up trucks. GM had already warned that US

vehicle production in the first quarter would be lower than last year.

The striking workers, under 3,000 in number, are in an unusually powerful position because the Dayton plant supplies virtually all GM's North American operations. Some of the closed plants, such as those in Lansing, Michigan and Oshawa, Ontario, employ

over 6,000 workers each.

GM is due to sign the latest version of its international agreement with its workforce later this year. Analysts have speculated that the company may be willing to tolerate a prolonged strike as a show of muscle. The slowdown in car sales this year also means the company has a backlog of inventory to clear.

## Public spirit puts California's schools on-line

By Christopher Parkes in Los Angeles

More than 20 per cent of California's 12,000 elementary schools were connected cost-free to the information super-highway at the weekend during a rare demonstration of community spirit.

An estimated 18,000 volunteers, guided by experts from the 1,000-plus sponsoring high-tech companies, laid cable into classrooms and tapped telephone, networking and Internet connections in a one-day blitz worth up to \$200m in labour and materials.

Although the attendance of President Bill Clinton and Vice President Al Gore brought a touch of political circus, by common consent the day belonged to San Francisco's KQED public television station and Mr John Gage, chief scientist at Sun Microsystems, who led the campaign for Saturday's NetDay96.

The aim was to link to the network at least five classrooms and the library of each participating school. Although organisers claimed the event a triumph, early reckonings showed much of the effort was focused in northern California, home to the leading high-tech companies, and in affluent urban areas.

As some sceptics had feared, the more deprived regions appeared to be left on the margins. For example, only 70 of the 660-plus schools in the Los

Angeles school district were cabled and connected, with most of those in the better-off parts of town.

The event was California's response to studies showing the state ranked 45th in the country in terms of technology spending in schools, and that networking alone, excluding computer costs, would require \$1bn of public funds.

In the event, most of the cost was borne by companies such as Sun, which pledged some \$500,000. Groups such as MCI and Sprint, the long-distance telecommunications carriers, offered cabling, practical guidance and free net access.

Microsoft gave 100 wiring kits and 50 copies of its Windows NT network operating system, while 75 employees gave up their Saturday.

The Tels Foundation, a project part-funded by the California Department of Education, was also closely involved.

The year-old foundation, which promotes on-line electronic learning, started its interactive operations by providing free Internet access to more than 1,000 teachers plus back-up administrative support.

On the margins of the event, a San Diego-based charity which scrounges second-hand computers from business users and redistributes them for educational purposes, said it had been deluged with requests for hardware to connect to the schools' newly installed wiring systems.

## Dole rivals bicker as Super Tuesday looms

By Jurek Martin in Washington

Senator Bob Dole, the majority leader, was yesterday looking forward to today's Super Tuesday round of primaries amid increasing signs of disarray in the campaigns of both his remaining rivals for the Republican party's presidential nomination.

This was most evident in the sudden rift between Mr Steve Forbes, the magazine publisher, and his most

prominent supporter, Mr Jack Kemp, the former housing secretary and congressman from New York.

In Florida yesterday, Mr Forbes dismissed as "totally out of bounds" comments by Mr Kemp on Sunday, in which he offered to try to negotiate a deal in which the publisher would endorse Mr Dole if the majority leader committed himself to radical overhaul of the tax system, the main plank in Mr Forbes's campaign.

Mr Kemp, who only last Wednesday threw his support behind Mr Forbes, a close friend of many years, abruptly left Florida yesterday after the candidate had "100 per cent totally repudiated" his initiative.

Mr Pat Buchanan, the conservative commentator, was in Oklahoma admitting he was likely to have "a rough day" in this next round of primaries, but rejecting all suggestions that he too, should accept the inevitability of Mr Dole's nomination.

He warned that his supporters would revolt at the party convention in San Diego in August if Mr Dole chose retired General Colin Powell as his vice presidential running mate. Senator Al D'Amato of New York commended Gen Powell for this role yesterday, but Mr Buchanan said the views on abortion of the former head of the joint chiefs of staff rendered him unacceptable to the "muscular" Christians who constitute his own largest base of support.

The Dole campaign is beginning to consider what to do about Mr Buchanan in San Diego. A senior adviser to President George Bush, faced with a similar dilemma four years ago, has conceded it was probably a mistake to allow Mr Buchanan to say what he wanted to at the party's Houston convention in return for his endorsement of Mr Bush. His "religious and cultural wars" address did Mr Bush's re-election effort no good.

At stake today are 362 convention delegates in seven states, including a further nine in Louisiana, whose party caucuses early last month started the Buchanan bandwagon on its brief roll.

Texas leads the way with 123 delegates, followed by Florida (98), Tennessee and Oklahoma (38 each), Mississippi (33) and Oregon (23). Mr Dole already assured of 392 of the 996 needed for the nomination, is favoured in all the major states.

He also received good news yesterday in the shape of opinion polls in two of the four big industrialised states which hold primaries next Tuesday.

In Ohio, he was winning 58 per cent, well ahead of Mr Buchanan on 14 per cent and Mr Forbes on 10 per cent. In Illinois, the poll split 49-23-13 in his favour.

Mr Buchanan found some public consolation in the very preliminary rounds of caucuses in Missouri. But his early lead over Mr Dole may not stand up by the time the state completes its complex process of allocating delegates on May 17.



Forbes: "out of bounds"



Kemp: sudden rift



Dole: urged to pick Powell



Buchanan: hurt George Bush

## New 'Andean Community' to be modelled on EU

By Sally Bowen in Lima

The five countries of the Andean Pact announced the creation of an "Andean Community" at their weekend summit in Trujillo, northern Peru, in an ambitious attempt to revitalise their flagging 27-year-old trading bloc.

The new organisation, modelled on the European integration process, is a last-ditch

attempt to breathe life into an institution which has so far failed to adapt to the modern, free trade world.

The existing bureaucracy is to be superseded by a secretariat, also based in Lima, while the political profile of the new organisation is to be much enhanced. The council of foreign ministers will elect a secretary general, with the post rotating between member

countries, intended to carry real executive power and resolve disputes.

Within five years, according to the Act of Trujillo, signed by Peru, Bolivia, Colombia, Venezuela and Ecuador at the weekend, the 100m-plus inhabitants of the Andean Community will have a directly elected parliament and a genuine customs union.

"This is not just a cosmetic

change," said Bolivian President Gonzalo Sánchez de Lozada immediately after the closing ceremony late on Sunday. "The name is significant of our desire for genuine integration. It will be an unburied but continuing process, taking account of the idiosyncrasies of the Andean countries."

The productive and cordial meeting of four presidents and Venezuela's foreign minister,

representing an absent Mr Rafael Caldera, came against a varied backdrop of political problems. Peru and Ecuador have still to resolve their stubborn border dispute which only last year flared into month-long fighting. There are regular clashes between Colombian and Venezuelan troops on their frontier.

Colombia's President Ernesto Samper, meanwhile, is under investigation for alleged drug-trafficking links. On March 1 his country was denied "certification" (official US approval) for its counter-narcotics efforts, severely damaging Colombia-US relations.

Yet economic ties within the region have gone from strength to strength. Although trade between Pact countries accounts for only around 10 per cent of members' total international commerce, it has climbed steadily, from \$1.8bn in 1991 to \$2.9bn in 1993 and \$4.6bn last year.

"Trade has been holding this thing together while the politi-

cians have been doing everything possible to kill it," said Mr Sánchez de Lozada. He and Peruvian President Alberto Fujimori were reported to be the most enthusiastic proponents of a pragmatic and less bureaucratic new look pact.

What looks like the most serious integration effort so far should be well received by the Andean Pact's trading partners. Mr Sabato della Monica, ambassador for the European Union in Lima, has called the existing organisation a "black hole" in the Americas in terms of trade organisation. "Negotiating with one real bloc instead of a series of individual countries is far more effective," he said.

The new Andean Community, its presidents admit, has a long way to go before it can aspire to the level of integration achieved by its European model. But the political will finally seems to be there, to "open the door to the future," as Mr Fujimori said in his closing address.

By Angus Foster in São Paulo

Brazil's Congress yesterday resumed work on social security reform, with the appointment of a new congressional reporter to oversee the project, after a government-backed proposal was thrown out last week.

Mr Michel Temer will try to build consensus between the government's reform proposals and opposition concerns that the changes will take away some people's pension rights. The government is worried that without reform, Brazil's pension system will become unable to be financed early next century.

Mr Temer is the centrist leader of the Brazilian Democracy Movement (PMDB) in the lower house of Congress and should be able to build agreement within his own party for some reforms. The PMDB, the largest party in the government's ruling alliance, was chiefly responsible for last week's setback when many members, including the party's president, voted against the social security bill.

The government's proposals, which have so far taken about

a year of negotiations, have already been watered down; one minister said even the changes thrown out last week had been reduced to "tinkering" rather than real reforms.

President Fernando Henrique Cardoso has insisted pension reform remains a priority. He is due to arrive in Japan this morning for an official visit and his absence from Brazil has put on hold another problem delivered by Congress last week, when the senate decided to set up a commission of inquiry into the country's banking system. The government is trying to prevent the commission starting work, lest such a controversial investigation brings other business in Congress to a standstill.

The parties in Mr Cardoso's alliance are to wait until his return before naming their representatives for the commission. Although some analysts believe he could delay the investigation, uncertainty about whether it will begin work is likely to undermine the stability of the banking system, already damaged in the last year by rumours of liquidity problems and fraud.

Editorial comment, Page 21



Sime Darby Group

### INTERIM ANNOUNCEMENT

HIGHLIGHTS OF UNAUDITED CONSOLIDATED RESULTS FOR THE HALF-YEAR ENDED 31ST DECEMBER 1995

	1995	1994
	RM Million	
TURNOVER	4,780.7	4,652.3
PROFIT BEFORE TAXATION	502.2	482.7
EARNINGS	284.7	250.9
EXTRAORDINARY ITEMS	22.4	(33.6)
Per share - sen		
EARNINGS	13.5	12.2
GROSS DIVIDEND	5.0	3.5

The Group achieved a 13% overall increase in earnings for the period with the Malaysian operations more than making up for significant declines in the Hong Kong and Singapore Regions. Group profit before taxation was RM502.2 million against RM482.7 million previously, while earnings per share for the half-year ended 31st December 1995 improved to 13.5sen

## Noriega turns on his accusers

Did US authorities go too far in their eagerness to convict former Panamanian strongman on drugs charges? Henry Hamman reports

For the lawyers in the Miami US Attorney's office, the 1992 trial of former Panamanian dictator General Manuel Noriega on drug charges was a high-profile, high-risk venture.

The Bush administration, after invading Panama, had brought the general to the US and was looking for legal vindication of its unprecedented attempt to extend the reach of US laws.

Government lawyers used as witnesses against Gen Noriega many of the men who were alleged to have been instrumental in developing Panama as an important site for the processing and transshipment of cocaine and the laundering of drug money. The general's attorneys attacked their credibility, but the government prevailed, and in April 1992, Gen Noriega was found guilty of narcotics trafficking and sentenced to 40 years in prison.

Last week Gen Noriega was back in a Miami federal courtroom to try to overturn his conviction on the grounds that the US authorities had overstepped the mark in their eagerness to put him behind bars.

A key witness in his original trial was Panamanian airline owner Mr Ricardo Bilionick. Mr Bilionick, himself facing US drug charges at the time of his trial, said his airline had been used to ship huge quantities of cocaine to the US. In return for his testimony, Mr Bilionick and his family were given resi-

dency in the US and he served a relatively short prison sentence.

Obtaining Mr Bilionick's testimony was a high priority for the prosecutors, but it was not until well after the trial had started that he agreed to come to the US and give evidence.

The government was so desperate to get him as a witness that attorneys entered an agreement with another high-level Cali cartel operative, Mr Luis "Lucho" Santacruz Echeverri, promising him a big reduction in his 23-year jail term if he could produce Mr Bilionick. The arrangement was not revealed to the defence during the trial, nor to the court. After Mr Bilionick testified, Mr Santacruz Echeverri had his sentence cut by nine years.

Mr Santacruz Echeverri is the half-brother of José Santacruz Londoño, a reputed kingpin of the Cali cartel who was killed in a shoot-out with police last week in Colombia.

Last autumn, evidence surfaced that called into question Mr Bilionick's testimony. Two high-level Cali narcotics cartel defectors told the US Drug Enforcement Administration that the Cali drug cartel paid Mr Bilionick \$1.25m to testify. Under US legal rules, the general's lawyers were told of the claim, which formed the basis of his request for a new trial.

In court last week, one Cali defector, identified as only



Noriega: back in court

"A," said he gave a cash down-payment to Mr Bilionick and the balance to his wife. The man who brokered Mr Bilionick's surrender, Mr Joel Rosenthal, a former federal prosecutor who has confessed to money laundering, denied knowledge of any bribe, as did the lead prosecutor in the Noriega case, Mr Michael Patrick Sullivan.

Mr Bilionick, too, has said he took no money from the Cali cartel. Mr Sullivan said he told the cartel through Mr Rosenthal that no threats or inducements should be made to get Mr Bilionick's testimony, but acknowledged: "I had certain fears of what methods of persuasion might be used."

Gen Noriega's attorneys produced two other witnesses who said their testimony had been procured by inducements. Mr

Carlos Lehder Rivas, a Colombian drug dealer now serving a 55-year sentence, claimed the government renewed on promises of a big sentence reduction and transfer to a German prison for testimony against Gen Noriega.

Mr Rogelio Alba, a former colonel in the Panama Defence Forces, alleged a government lawyer threatened him with prosecution if he did not testify and said DEA agents led him to believe he would receive up to \$20,000 if he testified. One of the DEA agents, who shepherded Mr Alba during his testimony, denied any promises of cash had been made.

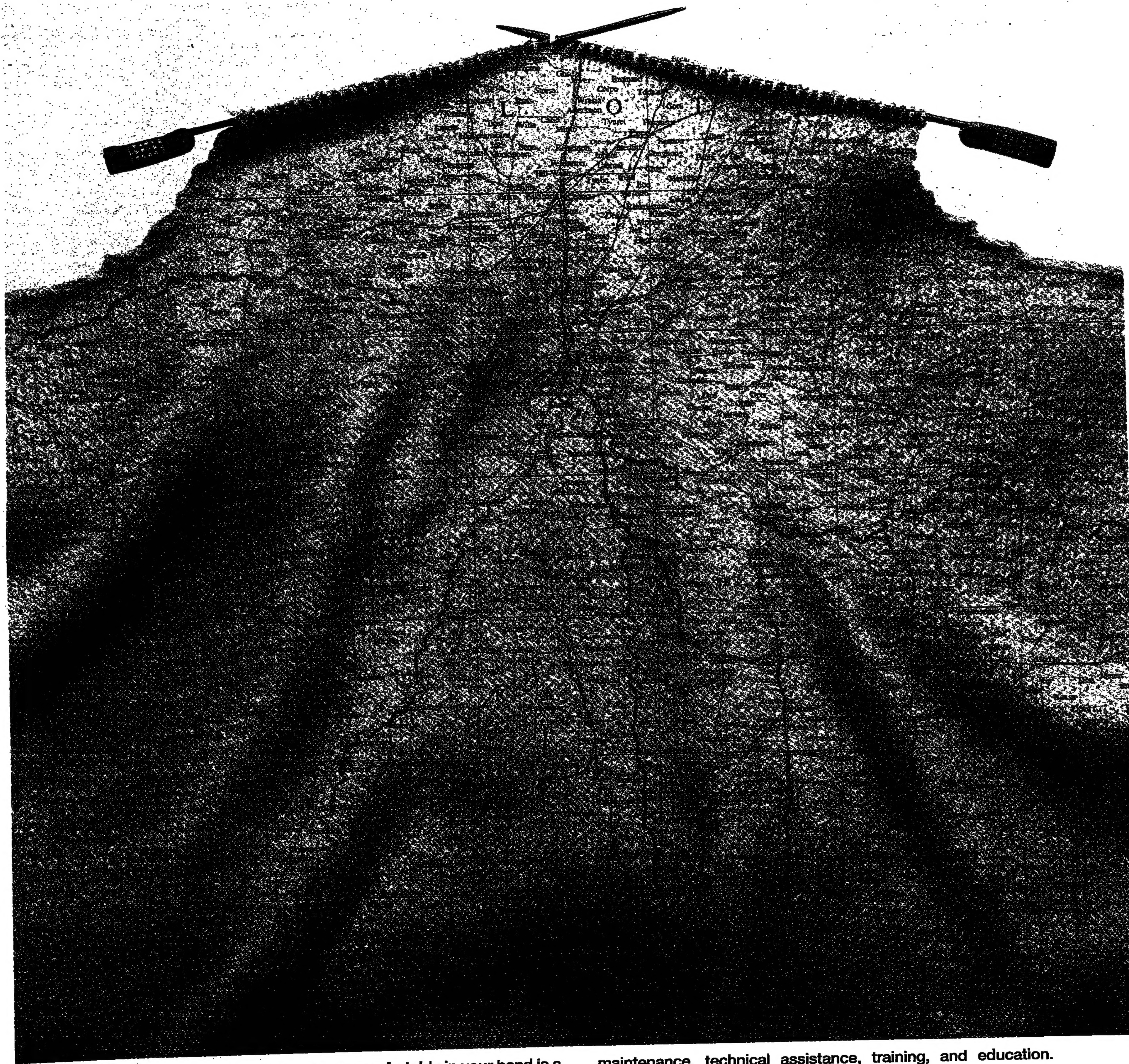
Gen Noriega's lead attorney, Mr Frank Rubino, argued that the hearing showed the government had "given control of the collection of evidence and the production of witnesses to criminals". He said the failure to disclose its agreement with Mr Santacruz Echeverri during the trial deprived the jury of a possible motive for Mr Bilionick's testimony.

Government attorneys argued that even if the defence had known of the agreement, discrediting Mr Bilionick would not have shaken the strength of the government's case against Gen Noriega enough to change the outcome.

Judge William Hoeveler, who presided over the original trial and the new trial, is expected to take several weeks to decide on whether the government went too far in its quest to convict Gen Noriega.



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## Thailand may curb inflows of capital

By Ted Bardeack in Bangkok

Thai economic authorities are considering a new set of fiscal and monetary measures to slow the speculative capital inflows that are complicating the country's fight against high inflation and a large current account deficit.

Possible measures being studied by the Finance Ministry include introducing a tax on currency swaps and increasing the withholding tax rate on interest income from 10 per cent to 15 per cent. The former is likely to cut down on some private sector foreign currency borrowing by raising its effective cost, while the latter will discourage some international investors from taking advantage of the interest rate differential between US Treasury bonds and short-term bank deposits in Thailand.

If enacted, the increased taxes would be the first time since economic overheating fears began to be a worry that the ministry has actively implemented specific administrative policies aimed at reducing speculative inflows. In the past, the Bank of Thailand, the central bank, had been alone in pursuing restrictive monetary policies.

Analysts said potential moves by the ministry are a sign that Thai authorities may be more worried about economic fundamentals than they are admitting in public.

## Sumitomo Bank to reduce costs

By Emiko Terazono in Tokyo

Sumitomo Bank, a leading Japanese commercial bank, has tried to avert public criticism over the industry's role in the housing loan crisis by announcing a list of cost-cutting measures.

The announcement follows agreement between the ruling coalition and the banking industry last week when the banks pledged to restructure their operations to increase their profits and repay through tax payments the ¥500bn (\$4.7bn) in public funds to be used in a plan to bail out bankrupt housing loan companies, or *jusen*. Other banks are expected to follow Sumitomo's example.

Bank of Tokyo-Mitsubishi, which will be created through the merger between Bank of Tokyo and Mitsubishi Bank, is to reduce its workforce by 3,000 by curbing new recruits and cutting the number of outlets. But the banks denied yesterday that the personnel reduction was in response to last week's agreement with the government.

Mr Toshio Morikawa, Sumitomo president, said his bank would cut its workforce by

1,500 over the next two years through attrition and would seek further ways to cut personnel costs. The bank would reduce other overheads by merging and closing branches, and suspending the launch of new branches, he said.

Mr Morikawa said Sumitomo would return to the black for the business year which runs to the end of this month in spite of writing off its bad loans to the *jusen*. One of the objections against last week's agreement between the banks and the government was that the banks would be exempt from tax payments in the medium term since they could be in the red because of bad loan write-offs.

Sumitomo posted a pre-tax loss of ¥355.7bn and a net loss of ¥355.5bn for the year to March 1995 following large write-offs of bad loans. Mr Morikawa said the bank's net operating profit, drawn from its core banking business, would rise by 60 per cent in the current year to ¥930bn thanks to low short-term interest rates. He said that the bank would dispose of its bad loans by using its operating profits and by raising profits through share sales.

A reduction in government spending is also difficult as Thailand already has one of the most restrictive fiscal policies in Asia, having continually run a budget surplus for the past several years.

Other traditional measures such as raising interest rates so as to slow down the economy only serve to increase capital inflows, which in turn spurs inflation.

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## Tokyo urges restraint on Beijing

By Peter Montagnon and William Dawkins in Tokyo

Mr Yukihiko Ikeda, Japan's foreign minister, yesterday called on the Beijing and Taipei governments to get together to resolve their differences over Taiwan's status and warned that missile tests were harming China's chances of unification with the island.

Japan had warned China to avoid raising international tension on several occasions, including at head of state level at the recent Asia Europe summit in Bangkok. The head of the foreign ministry's Asian bureau had summoned Chinese diplomats in Tokyo to express concern since the tests began last week, he said.

"In terms of international



Ikeda: a new bluntness

law we certainly cannot ask a country to refrain from exercises on the high seas, but we do hope that they will exercise

self-restraint," he said. "Furthermore we believe the expected effect. Rather, they are producing the opposite result."

China fired three missiles in test areas close to Taiwan on Friday. It has since also announced other exercises in the Taiwan Strait in an attempt to reduce support for President Lee Teng-hui in a presidential election due on March 23, and to dissuade voters from supporting formal independence.

Mr Ikeda's remarks, in an interview, mark a new bluntness in Japan's stance towards Beijing, normally handled with acute circumspection by Tokyo. It also reflects a worsening in bilateral relations with China, which began to

deteriorate with last year's Chinese atomic weapon test. That caused Japan to freeze new grant aid, itself an unusually sharp reaction.

Japan was particularly concerned about the latest announcement of conventional missile tests, which had forced Japanese airlines to reschedule some air routes. "Changes in air routes have been made inevitable. We will also have to investigate whether various activities by (Japanese) nationals have been affected adversely, and if so, then certain concrete actions might be taken... But I would rather refrain from commenting on what specific means we might employ," said Mr Ikeda.

He stressed that Japan was not contemplating anything

big and would not ask for compensation for the air route diversions. Asked what Japan would do if China invaded Taiwan, he said: "We do not think there will be a Chinese invasion." Japanese military experts did not think China had the military strength to take and hold Taiwan, said Mr Ikeda, a former director general of the Japanese defence agency.

He did not believe the Chinese leadership wanted to jeopardise its campaign to be admitted to the World Trade Organisation and other international forums. He saw no change in "the top of their priority list, which is to maintain domestic stability through economic reforms and an open door policy."

## China takes risky course on Taiwan

Serious escalation cannot be ruled out, Tony Walker and Laura Tyson write

China's firing of missiles perilously close to Taiwanese ports has prompted deepening concern about open conflict in the Taiwan Strait, but defence analysts believe the dispute is more likely to continue to be marked by what one described as "degrees of sabre-rattling".

But there is no question that China has raised the stakes dramatically in its argument with Taiwan and in the process risked further escalation of the conflict. It has also increased dangers of miscalculation leading to military conflagration.

China's leaders have also placed themselves in a corner from which retreat would be difficult without loss of face. "This is psychological warfare with very dangerous overtones," a senior military attaché in Beijing said.

People's Daily, the Communist party newspaper, made it clear at the weekend China was prepared to resort to almost any means, including military action, to halt Taiwan's slide towards independence. "We will do everything we can to safeguard the motherland's unity. We mean what we say," the paper said.

Mr Wei Yansheng, a Taiwan affairs specialist at China's Academy of Social Sciences, said he did not believe conflict was imminent because he assumed Taiwan's leadership "would not dare to go too far," but warned that US interference would vastly complicate the issue.

"It's a family problem, like two brothers arguing with each other, or fighting between husband and wife: let them go and sort it out by themselves," he said. "We are talking in the Taiwan Strait has focused attention on the military balance across the 135 miles of water that separate the island of Taiwan from mainland China. But defence analysts believe it is misleading to cal-



Balance of power		China	Taiwan
Armed forces		2.53m troops and 1.2m reserves	468,000 regulars
Army			
Troops		2.2m	280,000
Main battle tanks		7,500/8,000	570
Light tanks		About 2,000	905
Armoured personnel carriers		4,900	950
Towed artillery pieces		14,500	1,080
Navy			
Regulars		200,000	66,000
Submarines		52	4
Destroyers		19	22
Frigates		32	16
Patrol and coastal combatants		870	98
Air force			
Regulars		470,000	68,000
Combat aircraft		4,970	430

Source: ISS, Reuters

\* Including military police  
† Including 275 F-16s, 50 F-104s, 40 Cheng Kuo fighters and several domestically developed JDF fighters

show China would need something like 800,000-1m men to invade Taiwan, but its amphibious and sea-lift capabilities would enable a maximum force of about 50,000 men to be involved in such an exercise.

"They don't have the amphibious landing capabilities for a force of more than 50,000, they are limited in their capability to sea-lift in supplies and additional manpower, they don't have the ability to provide air cover and co-ordination and they lack experience," a defence attaché said.

He noted that the last time China sought to mount an operation beyond its borders it lost 35,000 men. Its invasion of Vietnam in 1979 was described by Chinese propaganda as a "counter-attack in self defence", and resulted in China receiving a "bloody nose".

China's options in mounting a full-scale naval blockade are also limited. Defence analysts doubt that Beijing could involve more than 50 warships in such an exercise and this would be insufficient. China is modernising its fleet with the addition of guided missile destroyers such as the Luhu built in its own shipyards and the acquisition of Kilo class submarines from Russia, but its navy is predominantly a coastal defence force.

"They would be able to use the threat of a naval blockade to wobble the stock market in Taiwan," one attaché said. "But if they tried to convert the blockade into practice, the threat would be exposed."

China's ability to provide adequate air cover for its navy is limited, at best. Taiwan's air defences are regarded as one of its strong points. Its American-supplied F-16 carry superior firepower and have better avionics than Chinese counterparts, except, possibly, for China's new SU-26s.

But a defence attaché said that while the Russian-supplied Sukhoi was a "good aircraft", it was not clear Chinese pilots were yet able to fly it to "its operational capability". It was also doubtful if missiles on the SU-26s were up to the standard of the Taiwanese ones.

China, with its use of its M-9 intermediate range missile, three of which were fired into international waters off Taiwan's two main ports last Friday, demonstrated an ability to disrupt shipping, but in doing so, it may have already played its trump card, military attachés say.

"The M-9 is their best bit of inventory. It is accurate and reliable; they have shown that, but the question is what do they do next?" asked one. He also noted that stocks of M-9s, which cost \$2m-\$3m (£1.3m-£2m) each, are "finite".

"It is not easy to produce vast numbers of M-9s, and not cheap either. This is not like dropping an iron bomb. This is an expensive bit of kit."

China, in its missile tests and use of live-fire ammunition, has kept to international waters. If tests moved inside Taiwanese territorial waters, irrespective of Beijing's historical claims to Taiwan, these actions would be seen internationally as an act of war.

"This is psychological warfare with dangerous overtones"

Taiwan would have little defence against Chinese missile attacks and would have to rely on the international community to put pressure on China to stop. "We can do very little to protect ourselves from missiles; it takes a lot of logistical support," said Mr Andrew Yang of Taipei's Council of Advanced Policy Studies.

Chinese mining of waters off Taiwan's ports would also be regarded as highly provocative, since it would affect ships of third countries.

China's economy inevitably would be harmed. While a further serious escalation seems relatively unlikely at this stage, since it is in neither side's interests, such a possibility cannot be ruled out. China's leaders in their resort to brinkmanship have embarked on a risky course.

## Dispute unsettles Hong Kong

By John Ridding in Hong Kong

The war of words between China and Taiwan is sending unsettling echoes around Hong Kong as it prepares for next year's handover to Chinese sovereignty.

A 7 per cent plunge yesterday in the Hang Seng stock market index, down 800.54 points at 10,315.25, was attributed mainly to Friday's sharp fall on Wall Street and fears of a halt in monetary easing. But the rising tension across the Taiwan Straits exacerbated the downturn and fuelled concerns among some in Hong Kong.

"It is very worrying," said Mrs Emily Lau, an independent member of Hong Kong's Legislative Council. "It draws attention to the uncertainties facing Hong Kong."

For many, the risks could lie on the economic front. "If trade relations between China and the US suffer, then the implications are potentially serious," says the chief economist at a US investment bank.

Miss Denise Yue, Hong Kong's secretary for trade and industry, is in Washington lobbying the US to uphold China's Most Favoured Nation trading status, reviewed annually. Before leaving Hong Kong, she warned that revocation of MFN for China would have a damaging impact on exports and re-exports through Hong Kong and could halve its economic growth, now 5 per cent.

Despite the anxiety aroused by China's moves towards Taiwan, many believe the storm will blow over.

One local banker pointed out: "There is a big distinction between the Hong Kong question, which is resolved, and the Taiwan issue." But he added that the severity of China's stance could prompt concerns. "The events of the past few days show the tough-guy side of Beijing; that is not a side Hong Kong wants to see ahead of the handover."

Hong Kong has formed part of a wider game plan in Beijing, providing an advertisement for reunification with Taiwan. Consequently, China's strategic interests have increased the importance of a smooth transfer of sovereignty in Hong Kong.

As President Jiang Zemin said in January: "The return of Hong Kong to the motherland is the first station in our Long March. After that, there is Macao and, finally, Taiwan. We will have a bright future if we do well with this first station of Hong Kong."

What worries Hong Kong is that confrontation between China and Taiwan would diminish this strategic role. "You don't need enticements if you end up resorting to violence," one diplomat said.

### ASIA-PACIFIC NEWS DIGEST

## Australian blow for Murdoch

Mr Rupert Murdoch's News Corporation was dealt a further blow in the Australian courts yesterday, when a judge barred it from running a "Super League" rugby competition until the end of the century. Mr Justice James Burchett had already barred News from beginning the competition as planned in 1996, but the Australian Rugby League - which was undermined when News started signing up its players and clubs for the new competition last year - sought a number of additional orders.

Virtually all of these were granted yesterday, including the longer-term ban, which the ARL claimed was necessary while it rebuilt its own competition. The orders will not affect the rugby league competitions outside Australia in which News is also involved, but there will be curbs on TV broadcasts of games in Australia if former ARL players, who defected to Super League last year, are used. News said it was asking for a stay of the orders pending an appeal. *Nikki Tsai, Sydney*

## Lee Kuan Yew faces new surgery

Mr Lee Kuan Yew, Singapore's senior minister, is to undergo fresh treatment to increase the supply of blood to his heart after tests found an artery had apparently narrowed again. Surgeons performed an angioplasty on the former prime minister on January 20 to open up a narrowed coronary artery, using a balloon inserted via a catheter to widen the passage.

Mr Lee, 72, said afterwards that he expected to recover fully in about six months. But the prime minister's office said yesterday that tests "revealed that there is an inadequate supply of blood to the heart," though the case was not as severe as in January before the angioplasty.

"The probabilities are that the left circumflex artery has narrowed. Statistically, this happens in 30 to 40 per cent of balloon angioplasty cases," the statement said. A California heart specialist would help perform a special procedure on the artery. *Reuter, Singapore*

■ Mr John Howard, Australia's new conservative prime minister and a declared monarchist, declined to swear allegiance to the "heirs and successors" of Britain's Queen Elizabeth yesterday when he took office. *Reuter, Sydney*

■ Forecasts due for release today by the Australian treasury are expected to show a budget deficit for 1996-97, with private sector economists putting the figure between A\$8bn (US\$3.9bn) and A\$9bn. *Nikki Tsai, Sydney*

■ Prince Norodom Ranariddh, Cambodian co-premier, said he had no wish to succeed King Norodom Sihanouk, his ailing father, who at the weekend said he might have to step down from the throne. *Reuter, Phnom Penh*

### INTERNATIONAL ECONOMIC INDICATORS: MONEY AND FINANCE

This table shows growth rates for the most widely followed measures of money and broad money, a representative short- and long-term interest rate series and an average equity market yield. All figures are percentages.

■ UNITED STATES						■ JAPAN						■ GERMANY					
Year	Money Rate	Broad Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Yield	Year	Money Rate	Broad Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Yield	Year	Money Rate	Broad Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Yield
1986	13.5	8.1	6.49	7.67	3.43	6.8	8.2	5.72	5.35	0.84	10.0	8.7	4.84	5.90	1.70		
1987	11.6	6.5	6.02	6.84	3.12	10.5	11.5	4.15	4.54	0.55	9.0	7.3	4.03	6.14	2.22		
1988	10.2	5.4	7.65	8.24	3.51	8.4	10.4	4.43	4.77	0.54	9.7	8.4	4.34	6.66	2.81		
1989	1.0	4.2	8.99	9.53	3.43	4.1	10.6	5.31	5.16	0.46	6.3	5.7	7.12	6.90	2.22		
1990	3.6	5.5	6.06	6.55	3.60	2.6	8.5	7.62	6.90	0.65	4.5	4.5	8.49	8.96	2.11		
1991	6.0	3.7	5.87	7.88	3.21	5.2	2.0	7.21	6.40	0.75	5.1	5.6	9.26	8.42	2.34		
1992	12.2	2.2	7.32	7.00	2.95	4.5	-0.4	4.28	5.24	1.00	7.0	8.2	9.52	7.90	2.46		
1993	11.6	1.2	3.22	5.86	2.78	3.0	1.4	2.83	4.18	0.87	9.4	7.9	7.28	6.47	2.11		
1994	6.2	1.4	4.67	7.08	2.86	5.4	2.8	2.12	4.20	0.78	9.8	9.0	5.36	6.96	1.77		
1995	-0.3	2.3	5.93	6.57	2.67	8.2	3.3	1.12	3.39	0.88	3.7	-0.1	4.53	6.82	2.00		
1st qtr.1995	1.0	0.5	6.18	7.47	2.86	5.1	3.6	2.15	4.38	0.88	3.7	0.3	5.11	7.41	1.80		
2nd qtr.1995	0.2	1.4	6.03	6.80	2.86	5.0	3.3	1.23	4.37	0.83	2.9	-1.3	4.50	6.87	2.09		
3rd qtr.1995	-0.5	3.3	5.73	6.32	2.53	8.6	2.8	0.86	3.05	0.86	3.2	-0.7	4.41	6.88	1.98		
4th qtr.1995	-1.8	4.2	5.73	5.89	2.38	13.0	3.3	0.43	2.88	0.81	4.9	1.3	4.01	6.82	2.02		
March 1995	0.7	0.5	6.15	7.20	2.81	4.5	3.6	2.04	4.08	0.92	3.5	-0.5	5.07	7.26	2.00		
April	0.7	0.7	6.12	7.05	2.74	5.6	3.2	1.37	3.92	0.92	2.6	-1.3	4.98	7.07	2.12		
May	0.2	1.1	6.05	6.68	2.65	5.8	3.3	1.24	3.35	0.91	3.6	-1.4	4.99	6.86	2.10		
June	-0.1	2.3	5.91	6.16	2.61	7.0	3.3	1.09	2.98	0.86	5.9	17.6	13.96	6.87	2.06		
July	-0.5	2.7	5.80	6.26	2.55	7.2	2.9	0.80	2.91	0.91	2.9	-1.2	4.56	6.79	2.01		
August	-0.5	3.4	5.82	6.50	2.55	8.5	2.9	0.71	3.25	0.85	3.4	-0.6	4.46	6.71	1.97		
September	-0.9	3.7	5.74	6.18	2.48	8.9	2.8	0.46	2.97	0.82	3.5	-0.3	4.19	6.66	1.86		
October	-1.5	3.9	5.55	6.03	2.45	12.1	2.7	0.41	2.88	0.83	4.0	0.4	4.09	6.55	2.04		
November	-1.7	4.2	5.74	5.93	2.42	13.9	3.4	0.44	2.86	0.83	4.4	1.0	4.01	6.32	2.04		
December	-2.1	4.6	5.83	5.71	2.24	13.1	3.2	0.42	2.86	0.77	6.3	2.4	3.94	6.07	1.97		
January 1996	-2.5	4.8	5.42	5.64	2.25	12.8	3.1	0.45	3.10	0.75	8.2	3.7	3.82	5.90	1.86		
February			5.15	5.81	2.17			0.50	3.18	0.75			3.35	6.18	1.98		
■ FRANCE						■ ITALY						■ UNITED KINGDOM					
Year	Money Rate	Broad Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Yield	Year	Money Rate	Broad Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Yield	Year	Money Rate	Broad Money Rate	Short Interest Rate	Long Interest Rate	Equity Market Yield
1986	6.9	6.4	7.70	8.36	2.65	10.5	8.4	13.25	11.47	1.41	4.0	15.4	11.02	10.21	4.33		
1987	11.1	11.5	8.53	9.48	2.75	10.4	9.6	11.32	10.98	1.94	4.7	15.2	9.77	9.69	3.69		
1988	3.9	6.5	7.94	9.08	3.18	7.8	8.5	11.24	10.54	2.71	6.8	17.3	10.41	10.62	4.44		
1989	7.5	10.0	6.94	8.78	3.11	7.1	9.5	12.01	10.65	2.46	5.9	17.6	13.59	11.61	4.22		
1990	3.8	9.3	10.32	9.92	3.19	7.0	10.1	11.88	11.87	2.64	6.5	17.5	14.82	11.69	4.07		
1991	-4.9	2.4	9.82	9.03	3.58	7.3	8.5	11.83	13.20	3.45	2.4	5.1	11.58	10.08	4.93		
1992	-0.2	5.4	10.36	9.57	3.55	6.7	7.7	13.86	13.29	3.68	2.4	5.0	9.74	9.08	4.99		
1993	1.6	1.2	10.22	9.71	3.51	4.6	7.8	13.28	12.28	3.86	4.8	5.8	9.86	9.08	4.99		
1994	2.7	2.2	5.84	7.21	2.99	6.6	5.1	8.48	10.66	1.67	8.4	5.0	5.57	8.01	3.94		
1995	5.6	2.5	6.80	7.53	3.17	0.8	0.4	10.36	12.22	1.72	6.0	7.2	6.77	8.16	4.11		
1st qtr.1995	-1.6	2.1	6.66	8.07	3.22	1.8	-0.5	9.70	12.79	1.70	6.7	4.8	6.73	8.60	4.28		
2nd qtr.1995	-1.3	3.4	7.47	7.59	3.10	0.3	-0.4	10.69	12.71	1.76	6.0	6.3	6.76	8.16	4.22		
3rd qtr.1995	3.5	3.8	6.19	7.25	3.15	0.4	0.4	10.16	11.11	1.84	5.8	8.3	6.15	8.87	4.34		
4th qtr.1995	5.6	2.5	6.14	7.10	3.25	0.6	2.1	10.90	11.59	1.77	5.5	9.4	6.71	7.77	4.04		
March 1995	-0.6	2.1	8.07	8.01	3.26	0.7	-0.0	10.96	13.48	1.79	7.0	5.5	6.74	8.54	4.30		
April	-1.0	2.3	7.78	7.80	3.17	0.7	-0.7	10.84	13.44	1.72	6.3	5.6	6.79	8.38	4.27		
May	1.8	3.1	7.48	7.54	3.05	-0.3	-0.1	10.41	12.87	1.88	5.8	5.6	6.78	8.13	4.16		
June	1.5	3.4	7.24	7.31	3.11	1.8	0.8	10.71	12.87	1.96	6.7	6.8	6.78	8.13	4.16		
July	0.5	3.0	6.44	7.42	3.09	-0.9	-0.4	10.88	12.27	1.75	5.7	8.1	6.89	8.23	4.11		
August	1.2	3.9	6.96	7.20	3.06	3.0	0.4	10.44	11.65	1.58	6.1	8.4	6.88	8.10	4.07		
September	3.3	3.9	6.98	7.34	3.11	-1.0	1.5	10.26	11.49	1.61	5.5	8.3	6.83	7.92	4.08		
October	0.0	1.7	6.89	7.47	3.31	-0.3	1.7	10.89	11.94	1.79	5.0	9.2	6.90	8.01	4.08		
November	2.4	2.6	5.90	7.06	3.20	0.6	2.0	10.60	11.84	1.81	5.8	9.3	6.73	7.76	4.08		
December	5.8	2.5	5.80	6.76	3.23	1.6	2.8	10.51	11.18	1.74	6.7	9.9	6.57	7.46	4.04		
January 1996			4.70	6.44	3.11	2.5	4.8	10.01	10.56	1.85	6.1	10.7	6.45	7.45	4.04		
February			4.42	6.68	3.11			9.84	10.54	1.67	8.1		6.24	7.22	4.04		



# PM pledges crackdown on habitual late payers

By James Blitz and Richard Gourlay

Mr John Major yesterday pledged to crack down on the late payment of bills by big companies and Whitehall departments as he unveiled a package of measures aimed at easing the burden of red tape on small businesses. The prime minister said he personally favoured measures which would force companies to declare their record on late payments at regular intervals.

Mr Major said the government should "take steps to generate

embarrassment among those who wilfully and continually pay late." He also announced plans for "one-stop shops" of regulators to give advice on the rules and regulations facing employers.

Mr Major's speech gave a clear indication that small business policy is likely to be a key battleground at the next election.

His comments were also in stark contrast to recent comments from Mr Michael Heseltine, the deputy prime minister, who had boasted about "stringing along his creditors"

when he was a young businessman.

Since January, companies have been required to publish their payment policies in annual reports. But trade and industry ministers said the government could introduce statutory regulations requiring companies to disclose their payment records before the end of this year.

Mr Major said industry would now be consulted on whether payment records should be published.

Mr Stephen Lambritis, of the 90,000-strong National Federation of Small Businesses, said Mr Major's

announcement was "a step in the right direction."

But the Institute of Management said plans to embarrass late payers would "result in red faces for the government."

In his speech to the first "Your Business Matters" national conference, which aimed to identify the concerns of small businesses, Mr Major also ordered government departments and local councils to speed up payment. He pledged to draw up "rigorous" league tables which exposed "not their aspirations

but the record of what they actually achieve."

The prime minister said the government would introduce other measures to help small and medium sized businesses. These included:

- A series of one-stop shops to give across the board advice to employers on regulations dealing with fire safety and environmental standards.
- Simplified registration for new companies so that they do not need to register separately with the Inland Revenue, the Contributions Agency and Customs and Excise;

● A computer system to provide a single point of information about regulations and licences for new companies.

Mrs Margaret Beckett, Shadow Trade and Industry Secretary, said the government itself was one of the worst offenders on late payment, owing at least £200m to small businesses in late payment.

"Small business people would be wise to be very cautious of proposals coming from this Government whose record far belies their rhetoric," she said.

## Upbeat outlook for oil industry

By Robert Corzine

The outlook for the UK oil and gas industry remains bright, according to a new report by the UK Offshore Operators Association, a trade group for the 34 companies which operate production platforms in the North Sea.

The report predicts that annual oil production will continue to exceed the present rate of consumption for another 10 years. It also suggests that offshore reserves are sufficient to maintain oil and gas production at "significant levels" for at least another 20 years.

In common with recent estimates from other organisations, UKOOA believes that oil production will reach a new record of around 2.9m barrels a day in 1996-97, before declining slowly to about 1m b/d by 2020.

It notes that a big factor behind bigger reserve estimates is the ability of the industry to extend the life of existing fields. "Enhanced oil recovery, tight control of operating costs and incremental investment in these older fields are all making a very significant contribution," says the report.

UKOOA estimates that two-thirds of the total increase in economically recoverable oil reserves is from the improved potential of existing fields.

The annual expenditure of the offshore industry is expected to remain at around £8bn-£10bn (\$12.24bn-\$15.3bn), with half the amount being used to maintain existing platforms and pipelines.

The scope for increased gas supplies is highlighted by figures which show that gas production could reach a new peak of 10bn cubic feet a day by the end of the decade.

That would be twice the amount produced in 1980. The ability of the offshore industry to produce large quantities of gas was one of the main factors behind the government's decision to open the domestic gas market to full competition in 1988.

## Tories wary of referendum party's support

By Robert Peston, Political Editor

The launch of Sir James Goldsmith's Referendum party could "make the difference between the Conservative party winning or losing the next election", according to a paper written by a Tory party researcher.

A briefing note for Tory Members of the European Parliament says private opinion polls commissioned for Sir James suggest "it may attract as much as 6 per cent support" in a general election, although "it is realistic enough to believe this is more likely to be 1 or 2 per cent at best".

The paper says that even this lower vote could be enough to cost the Tories 25 seats. In the last general election such a vote swing would have "made the difference between a Conservative government and a hung parliament".

Ministers and Tory officials were yesterday pouring scorn on the paper. "It is a pretty efficient synopsis of recent press cuttings on Goldsmith by an obscure researcher," said a Tory official. "Frankly, it is a statement of the obvious."

In a sign of the seriousness of the threat posed by Sir James, Mr John Major, the prime minister, has been in contact with him through a third party, to ascertain

whether he can be persuaded to back off.

Sir James, a billionaire and MEP, has said that he will field candidates in every constituency, unless candidates of the leading parties commit themselves to a "fair referendum" on the Maastricht treaty.

The government is expected in the next few weeks to announce a commitment to hold a plebiscite on participation in a single currency. But it has ruled out a referendum on the broader issue of the EU's constitution, which is the only basis on which Sir James has said he would stand down.

Sir Teddy Taylor, an outspoken Tory Eurosceptic, last night called on the government to offer a referendum on UK's membership of the EU.

Sir Teddy was reacting to publication of remarks recently made by Mr Jacques Santer, president of the European Commission, that "in a few years from now, before the turn of the century" the process of EU integration "will have grown into economic and political union".

A furious Sir Teddy said that Mr Santer was "right to say that we will have a single EU state with central economic controls unless we do something about it now".

## Manufacturing picture remains gloomy

By Graham Bowley, Economics Staff

UK factory output recovered slightly in January after the big fall suffered in December, but the longer term outlook for manufacturers is still gloomy, figures showed yesterday.

The subdued figures provided further evidence that manufacturers continued to run down stocks of finished goods built up in the second half of last year rather than increasing production.

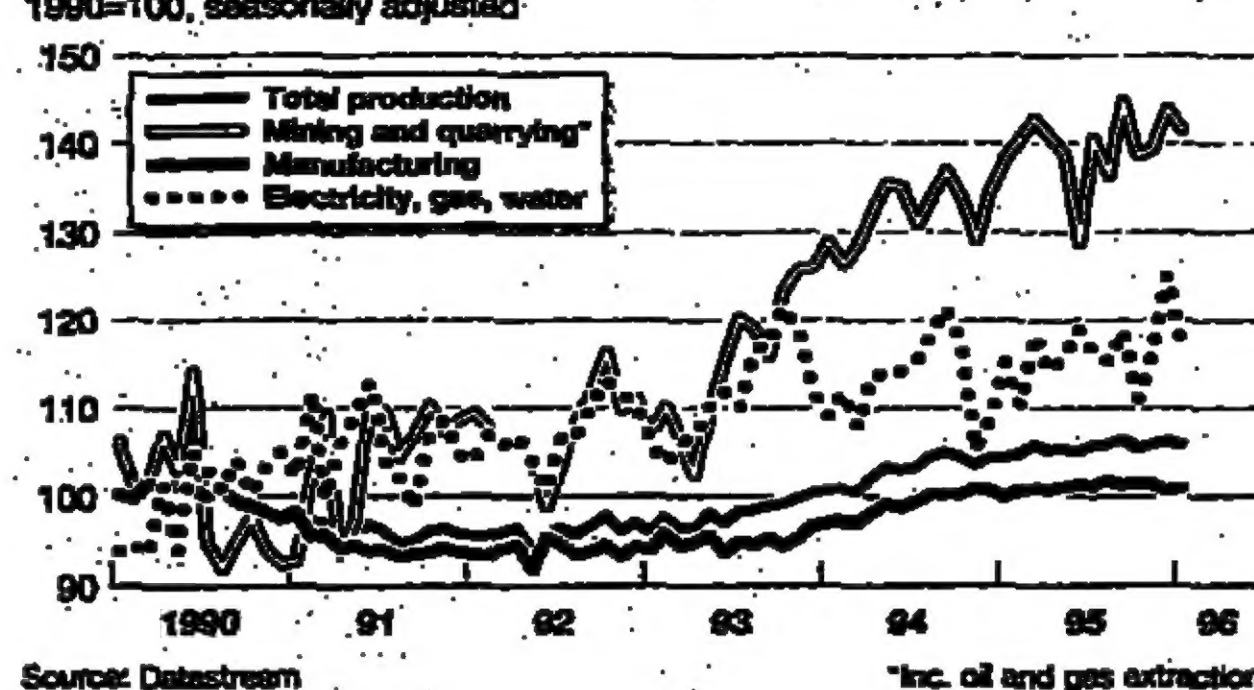
Some City economists believe that output will recover in the second half of this year, as stock correction comes to an end and demand in home and European markets starts to pick up.

Mr Geoffrey Dicks, an economist at NatWest Markets, said: "Manufacturing has still some way to go to reverse recent losses, but at least the corner appears to have been turned."

Economists were cheered by a pick-up in the manufacture

Industrial production

1990=100, seasonally adjusted

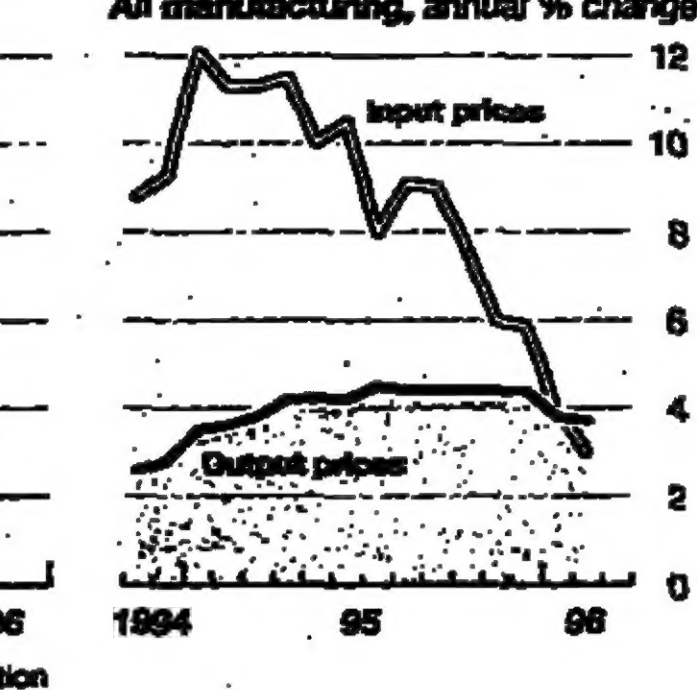


Source: Datastream

Inc. oil and gas extraction

Producer price inflation

All manufacturing, annual % change



of durable goods, which they said was consistent with signs that conditions on the high street were improving as consumers start to spend more on "big ticket" items.

But the manufacture of investment goods slipped back, deepening concerns about the state of investment.

Manufacturing output rose by a seasonally adjusted 0.3 per

cent between December and January - due largely to increased production of textiles, leather and clothing and food, drink and tobacco, the Central Statistical Office said.

But factory output in the three months to January was 0.6 per cent lower than in the previous three months, with declines across most sectors.

This was the second successive

fall and the biggest since August 1993.

The CSO believes that factory output is now stagnating, with the long-term trend pointing to a zero annual growth rate, the weakest trend growth rate since 1992.

In the three months to January, production of electrical equipment rose but this was more than offset by declines in

the manufacture of basic metals, food, drink and tobacco and transport equipment.

A warmer January depressed demand for gas and electricity, leading to a sharp fall in the output of the energy supply and extraction industries.

Mining and quarrying output fell 1.7 per cent between December and January, while the output of the electricity, gas and water supply industries declined 6.4 per cent.

Overall industrial production - which consists of manufacturing output and the output of the energy extraction and supply industries - fell by 0.5 per cent between December and January.

In the three months to January industrial production was unchanged compared with the previous three months and 1.7 per cent higher than in the same three months a year ago. The CSO estimates that industrial production is now growing at a trend rate of 0.5 per cent a year.

## Factory inflation at lowest rate for a year

By Graham Bowley, Economics Staff

Factory gate price inflation fell to its lowest rate for a year last month, as the industry's raw material costs continued to decline, helped by a fall in petrol and electricity prices.

The Central Statistical Office said yesterday that producers' output prices rose 3.7 per cent in the year to February, the lowest annual increase since February last year. The figures, which reflect the current slowdown in British manufacturing, provided further evidence that inflationary pressures in

industry remain under control as manufacturers are forced to slash prices to clear stocks of unsold goods.

Economists said the data vindicated the decision by Mr Kenneth Clarke, the chancellor, to cut interest rates by a quarter of a point to 6 per cent last week. Mr Clarke cited subdued price pressures in industry as one of the main reasons for the rate cut.

Mr Alex Garrard, UK economist at UBS, said that the figures suggested that there would be at least one more quarter of a point reduction in UK interest rates soon. "With input price inflation continuing to fall back, helped

by sterling's stronger performance of late, price pressures in the manufacturing sector are expected to remain muted," he said.

Producers' input prices - the cost of materials and fuels purchased by manufacturers - rose 3 per cent in the 12 months to February. This is the lowest annual increase since June 1994.

A fall in the price of electricity to industrial consumers and lower prices for crude oil meant that input prices unadjusted for seasonal factors fell 0.9 per cent between January and February. After adjustment, input prices declined by 0.3 per cent last month.

Output prices, excluding the volatile food, drink, petrol and tobacco components, rose 3.5 per cent in the year to February, the lowest annual rise since January last year.

The CSO said that there was a particularly pronounced decline in prices of petroleum products, which fell 2.1 per cent between January and February.

This was the biggest decline since at least the beginning of 1992, the CSO said.

Poor demand in domestic and export markets has meant that manufacturers have had to limit price increases in order for them to sell their goods.

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- other information which such party may consider relevant.

The share purchase transaction shall be effected during the off-leading session at the Stock Exchange in Warsaw, upon the consent of the Board of the Stock Exchange or on the basis of Article 54.4 of the Law dated March 22, 1991 on Public Trade in Securities and Trust Funds (with later amendments) upon the consent of the Securities Commission.

Offers made in Polish and signed by the person(s) authorized to represent the offeror should be submitted by courier, receipt confirmed, in sealed envelopes, with the inscription "ROLIMPEX S.A. - Do not open" in the Ministry of Privatisation no later than on May 16, 1996, at 12:00 CET. Any offer filed after this deadline or delivered by mail shall not be considered.

When evaluating the submitted offers, the Ministry shall prefer passive, financial investors who do not carry out any activities competitive to the company.

The Ministry reserves the right to negotiate with the selected offeror, as well as to revoke the invitation and to terminate negotiations without giving any reason.

The addresses for submitting offers:

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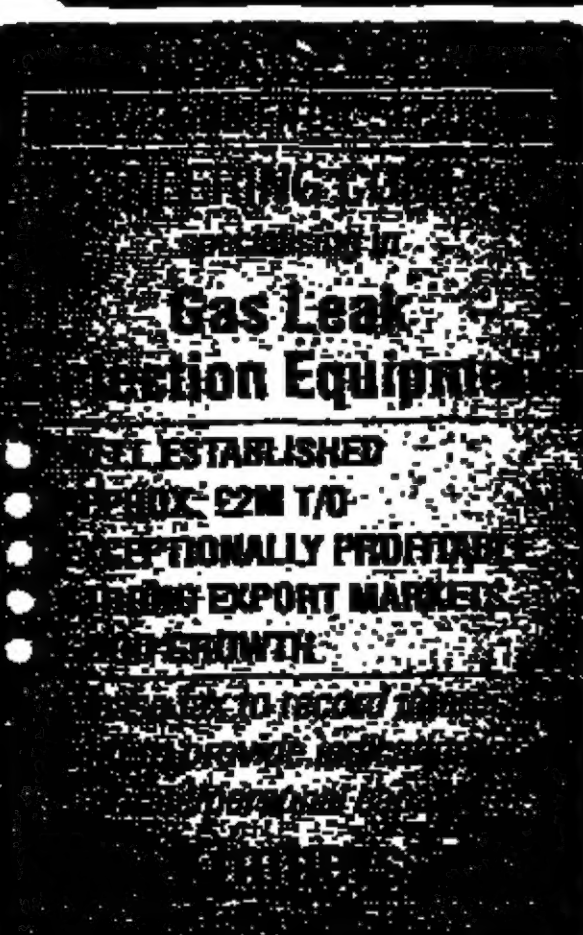
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Further information is available in the current edition of the Ministry of Defence, Works Services Opportunities available from

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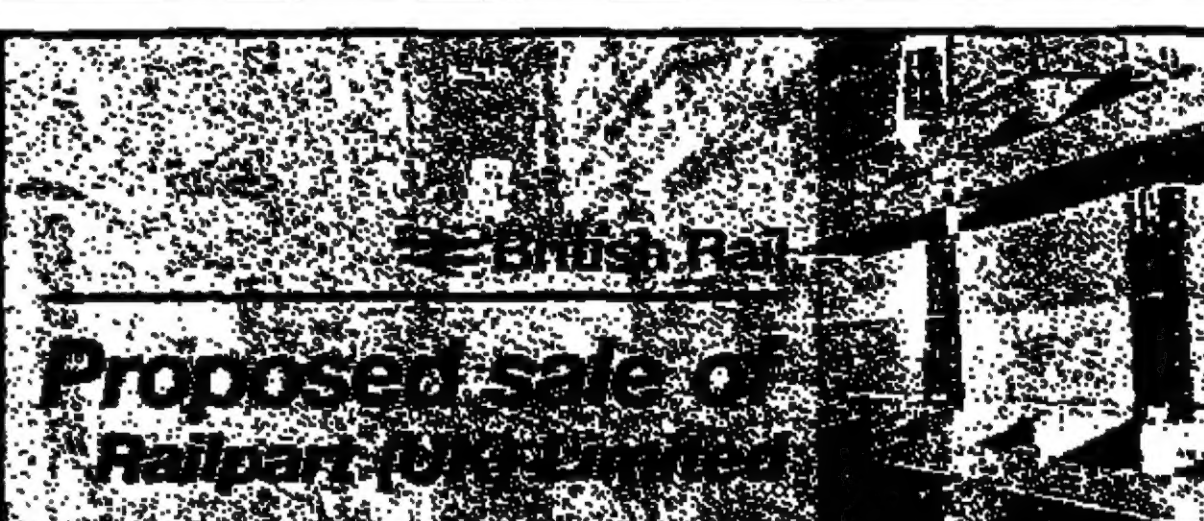
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Financial Information (Year to 31 March 1995)

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## TECHNOLOGY

The Vikings navigated the North Atlantic using a magnetised needle suspended from a thread, but today's sailors rarely leave port without sophisticated instruments that were restricted to the military only a few years ago.

Some of these gadgets, all based on modern digital electronics technology, locate the boats accurately, often on a map displayed on a computer screen. Other instruments allow sailors to sail as close to the wind as is possible. Distress transmitters have saved many lives and satellite communications have made sailors accessible wherever they sail.

Cellular radio is common on yachts but in areas such as the Caribbean, it is expensive and coverage is patchy. A new competitor could revolutionise communications, at least in North American and Caribbean waters as well as Hawaii and Bermuda.

Virginia-based American Mobile Satellite (AMSC) launched its SkyCell satellite telephone service priced at \$1.49 per minute in December. Its equipment from Westinghouse and Mitsubishi costs as little as \$3,600 (\$2,363) and requires only a small 18in dish. A 9in version is under test.

AMSC, a joint venture between Hughes Electronics, AT&T and Mtel, will see competition from other suppliers, including Motorola, which has proposed its ambitious Iridium system of 66 satellites.

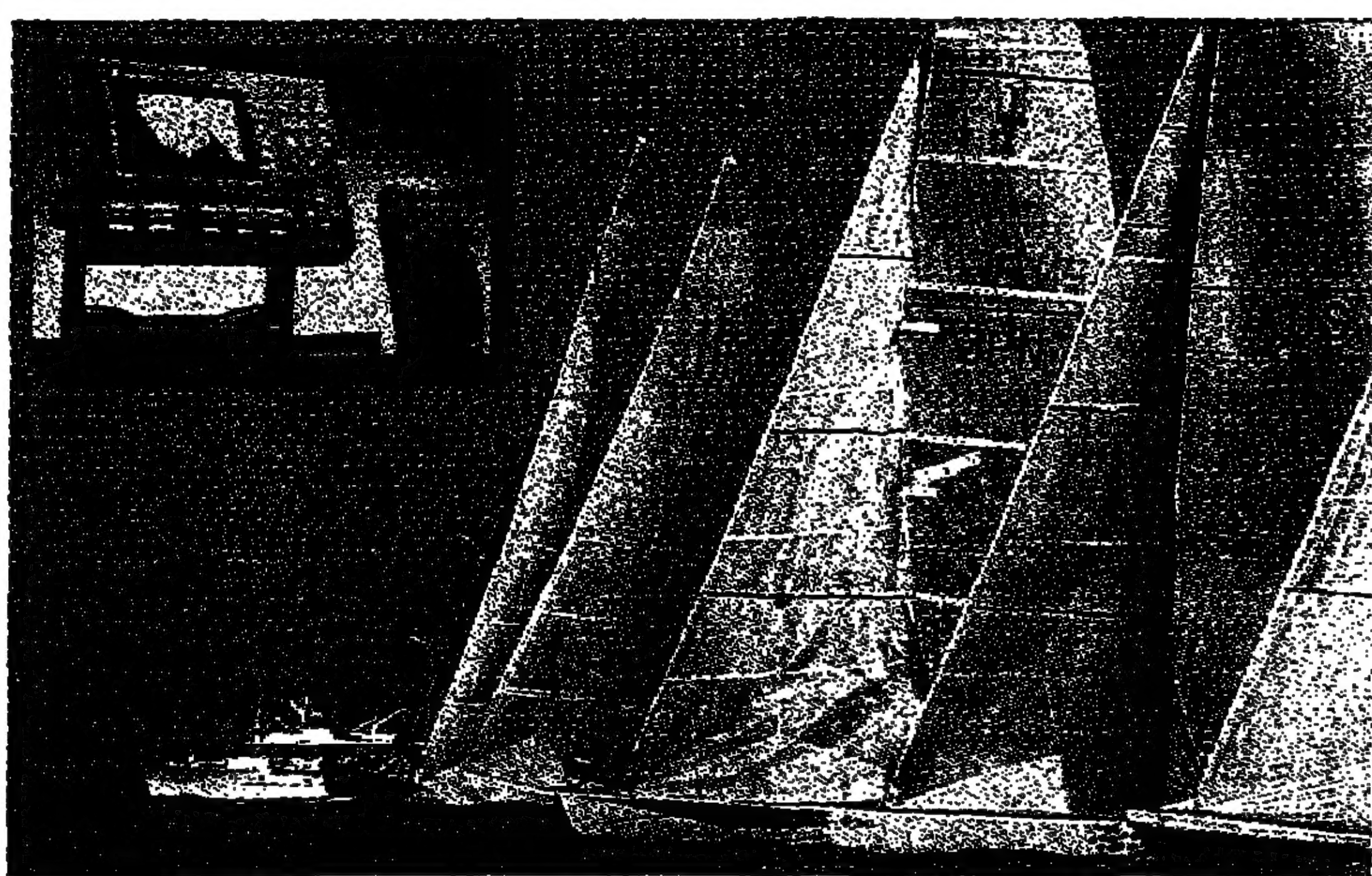
In spite of the growth of satellite communications, however, the gadget with the biggest impact is global positioning system or GPS. First gaining prominence in the Gulf war for use on land, hand-held versions now cost less than \$750. They receive and process signals from dozens of satellites, fixing a boat's latitude and longitude within 15m.

GPS has contributed to an explosion of long-distance cruising. Landlubbers little appreciate how difficult it was in the past to approach the West Indies from Europe, for many of the islands are small, fringed with treacherous reefs, have few lights and lack reliable radio beacons.

GPS allows sailors to know their position, avoiding the fate of the hundreds of boats that have run aground on low-lying islands.

Joel Yervy, a leading Caribbean yacht broker and one of its most prominent sailors, relates how a small hand-held system from California-based Trimble Navigation, which popularised the products, eased his route through massive swells along the coast of Venezuela.

"We were sailing upwind in my 34-footer in the dark, in rain, in high winds and cold trying to find Parga, the only harbour for 80 miles. Against my instincts, I trusted the GPS, and headed blindly



Navigation with military precision: sophisticated gadgets allow helmsmen to perform otherwise risky manoeuvres

## Charting a smooth course

Sophisticated navigation instruments ensure greater accuracy and safety on the seas, writes Paul Franson

into the harbour. We sailed through the half-mile opening without incident."

Charlie Trimble, founder of the company that bears his name, says GPS "made sailing safe for people who don't do it often".

Other prominent GPS suppliers are Magellan and Garmin, although most marine electronics suppliers offer their own versions.

One problem with GPS is that the US Air Force, which controls satellites, degrades their accuracy to 100m to foil any foreign power that might launch missiles at the US. This causes problems in dense fog, the dark or narrow channels.

Bizarrely, the US Coast Guard, which is part of the Treasury Department, has developed technology to undermine the actions of the Air Force, which may decide to disable the distortion.

Many sailors use the output from the GPS, as well as from radar, to show their location and course on nautical charts displayed on per-

sonal computers. Some of these charts are based on 19th century surveys by the British Admiralty and US whaling ships, however, and recent cuts in government funding could result in very accurate location from the GPS being superimposed on increasingly outdated charts.

Screens (which can sometimes also display charts, radar and location) display depth beneath the keel and, in recent instruments, ahead of the boat. This is useful in tropical waters where sailors currently must climb the masts to look out for dangerous coral heads.

Digital technology has even come to the aid of the sailor trying to set his sails for the best course. Suppliers such as Brooks & Gatehouse produce microprocessor-based instruments which assess such complex parameters as magnetic deviation, current and wind velocity and direction, angle of heel, sideways slip through the water and reflected wind from sails.

Accidents can happen, however, and the greatest fear of any sailor is

sinking after a collision with a ship, a container or even a whale. The US Coast Guard abandoned Morse code in 1993, stating that there were no better ways to call for help.

One replacement is a true lifesaver for boats crossing the ocean. Emergency position-indicating radio beacons are waterproof floating transmitters that send distress signals to aircraft or satellites. Although responsible for some false alarms, they have also saved many lives and are now coded to specific users, encouraging care in operation.

Of course, there is a problem with all this sophisticated technology: it might stop working. Marine equipment, although tough, is exposed to salt water, a highly corrosive environment.

The stories of failure are indeed legion. On a long voyage every sailor also takes along a proven magnetic compass and sextant. They may not provide as much information as the latest digital equipment, but neither do their batteries run out.

## Picture is clearer for HDTV

The US could have a fully digital system as early as 1998, reports Deborah Shapley

How good is high-definition television (HDTV), how much will it cost and what sort of screen will the couch potatoes of the near future be watching when, or if, it goes on sale?

These questions have been brought into sharp focus in recent months, particularly in the US. American manufacturers are eyeing the market closely, following the recommendation last November by the US Advisory Committee on Advanced Television Service of a standard for all-digital HDTV for the US.

The standard, formulated after eight years of industry studies and spent out in two volumes, has been sent to the Federal Communications Commission for approval.

The technology offers stunning, life-like pictures at twice the resolution of today's TV. An HD video of Nancy Kerrigan skating in the 1993 Winter Olympics, for example, seems like a window on the rink at Lillehammer, Norway. The five-track Dolby Surround sound gives listeners the crunch of her blades as she whizzes by.

HDTV brings scenes such as this alive and the technology will come into its own with large, flat-panel TV, says Michael Sherlock, vice-president for technology at NBC, the US TV network. A number of large flat-screen TVs are due to be launched by Japanese manufacturers over the next year.

Thomson Consumer Electronics takes a different view, however. It may introduce HDTV to US viewers on large-screen cathode ray tube (CRT) and rear projection sets in 1998, according to Bruce Allan, senior vice-president for business development.

Both flat-panel and CRT sets for HDTV will be more expensive than today's sets, and will have large screens measuring at least 38in diagonally. But large-screen TV sales are growing in an otherwise stagnant market, Allan says.

A study of "early adopters" of new sets found they would be willing to pay an extra \$1,200 (£780) for a product with HDTV's

life-like picture. Thomson says its first large-screen CRT sets will sell for \$1,000 to \$1,500, with the price falling later.

Over-the-air broadcasting of HDTV is more difficult than sending by cable or satellite. But hardware produced by several manufacturers meeting the standard has been tested in the laboratory and in field trials in Charlotte, North Carolina. Thus, in the view of the "grand alliance" of companies which finalised the standard, the problems of broadcasting all-digital HDTV have been solved.

The US system will record, send and receive in digital format. This

lines of vertical resolution, with 640 samples across each line defining the horizontal resolution. Screens are boxy, with an aspect ratio, or ratio of horizontal to vertical dimensions, of 4:3.

Under the new standard, there can now be 1,080 vertical lines with 1,320 samples across a line. The screen aspect ratio will be 16:9, like a film screen. The effect is different from conventional TV with its little screen on the other side of the room.

One of the attractions of all-digital HDTV is that it can carry and manipulate quantities of data along with the video signal. It integrates television with the information superhighway.

The densest video signals need a vast 1.5 gigabits per second of data (1 gigabit is 1,000 megabits). Algorithms patented by several companies can compress that signal 50 times into a 20-megabit-per-second stream to fit through the 6MHz channel, the standard US bandwidth for TV.

But most scenes are not full motion, leaving room in the channel to carry other data. This "opportunistic" data can include data files, messaging or stock quotes. Even while the full motion signal is transmitting, the system can simultaneously send a 100-page newspaper to the home TV in one minute.

Whether Americans will ever see such gripping home television, however, is an open question. The grand alliance standard was designed to fit the signal through the 6MHz "pipe". But doubts are being raised by Senate majority leader Robert Dole as to whether broadcasters will be awarded duplicate 6MHz channels for the 10- to 15-year transition it could take American viewers to buy digital and HD digital televisions.

Dole says broadcasters should buy their second channel rights at auction. But Sherlock, echoing the US broadcast industry, says that if the networks are made to spend billions at auction, they will not be able to afford the costly transition to digital HD transmission.

**Doubts are being raised by Senate majority leader Robert Dole as to whether broadcasters will be awarded duplicate 6MHz channels for the 10- to 15-year transition it could take American viewers to buy digital and HD digital televisions**

is in contrast to the Japanese Muse system of the early 1980s which worked in analogue format via satellite, and the Mac standard adapted in Europe and now largely abandoned.

The standard puts the US ahead in the three-way contest in advanced television, according to Margita White, a former FCC member.

"It allows for the transition to free, over-the-air television to a fully digital system starting as soon as 1998. This is in advance of Japan, which looks to move to digital transmission in the next century, and of Europe, which remains a hybrid of digital and analogue."

Since 1941, US television has had 525 lines which display 480

## LAW

## EU states in liability ruling



EUROPEAN COURT

European Union member states are liable to compensate individuals for damage caused by serious infringements of directly effective provisions of European law, the European Court of Justice ruled last week.

The ruling was given in the context of two cases referred to Luxembourg by German and British courts in which national legislation had been held to infringe European law. In the German case, the European court ruled in 1987 that German beer purity laws infringed Treaty of Rome provisions on free movement of goods. A French brewery, prevented from selling its beer in Germany in 1981, sought DM1.8m compensation for lost sales between 1981 and 1987.

In the UK case, the court ruled in 1991 that the Merchant Shipping Act 1989 infringed rules on rights of establishment by imposing conditions that owners and operators of British-registered fishing vessels should be nationals of, and domiciled and resident in, the UK. Ninety-seven UK companies prevented from fishing claimed damages for lost profits between 1989 and 1991.

The court recalled that the principle that a state is liable for damage caused for infringements of European law had been laid down in the 1991 Francovich case over the failure to implement directives.

It said this principle of liability applied wherever an act or omission resulted in the infringement of a directly effective right conferred by the treaty or other European law provision. The right to reparation is the necessary corollary of the direct effect of the provision in issue. The principle also applied irrespective of the organ of the state responsible for the breach and even to acts passed by national legislatures.

The court said the cases arose as a result of action in areas where the legislatures still retained a wide discretion. Settled case-law established that, in a similar situation, the EU legislature did not incur liability unless it had manifestly and gravely disregarded the limits on the exercise of its

powers. Similar conditions should apply to the liability of states. In such cases, a right to reparation existed where the European rule infringed was intended to confer rights on individuals, where the breach was sufficiently serious and where the breach directly caused damage to individuals.

While it was for the national courts alone to assess whether the breach in question was sufficiently serious, the European court gave guidance as to relevant factors in determining whether liability arose. These included the clarity and precision of the rule breached, the measure of discretion left to the national authorities, whether the infringement and damage caused were intentional or involuntary, whether any error of law was excusable, and the position taken by EU authorities.

A breach will be sufficiently serious if it has persisted despite being the subject of a court ruling or it is clear in the light of settled case law. The German beer purity law was thus not an excusable error in the light of earlier decisions of the European court. Similarly, the nationality condition in the Merchant Shipping Act was contrary to European law.

National rules as to the measure of damages were still applicable so long as these did not make it difficult or impossible to obtain effective reparation. National rules applying national concepts of fault, or which precluded compensation for economic loss caused by denial of the opportunity to market products in other member states, would be inconsistent with the principle that reparation should be effective.

Compensation conditions should not be less favourable than those applying to similar claims in national law. This included the right to seek exemplary damages for unconstitutional or oppressive conduct. The court also rejected a request the temporal effect of the judgment be limited.

C-46/93 and C-48/93 *Brasserie du Pêcheur v Germany; R v Secretary of State for Transport, ex parte Factortame*, ECJ FC, March 5 1996.

BRICK COURT CHAMBERS, BRUSSELS

## INTERNATIONAL PEOPLE

## Dillon to head paper giant



JOHN DILLON

International Paper, one of the world's biggest paper companies, has recruited an insider to be its next chairman and chief executive.

John Dillon, 57, (left) who joined as a sales trainee 31 years ago, takes over from John Georges, 65, at the end of the month. Dillon has been the obvious successor since he was named as president and chief operating officer last September.

Georges, who was brought in from Du Pont, has transformed International Paper's fortunes. When he took over as chief executive in April 1985, the asset-rich company seemed a sitting target for the corporate raiders who had been attacking the lumbering giants of US industry. Georges has made IP less vulnerable to the wild cyclical swings of the US industry, he has expanded its presence overseas and increased its focus on high-margin specialty products. IP has strengthened its position in many of

its key markets by acquisition, culminating in last year's \$3.5bn purchase of Federal Paper Board, which created a giant in the bleached paper-board market.

Under Georges, IP has quadrupled its sales to \$20bn, increased its net income ten-fold to \$1.2bn, and the company's market value has risen by 800 per cent. Georges will remain a director after he has handed over to Dillon. *William Hall*

## Thalwitz joins Caspian

Wilfried Thalwitz, a former senior vice president at the World Bank, is the latest big name to sign on at Caspian Securities, Christopher Heath's new investment banking boutique. He will be the partner responsible for the group's business in eastern Europe.

Thalwitz joins a star-studded board headed by Caspian's chairman, Rupert Pennant-Rea, a former deputy governor of the Bank of England. Robert McNamara, 79, the former US defence secretary, joined as a non-executive director last November. Caspian says it is hiring from the public sector because contacts with government are still very important in winning business in those emerging markets, such as eastern Europe, where the state still plays a big role.

Why senior international public servants should join Caspian is another question. At 64, Thalwitz has enjoyed widespread respect for his work at the World Bank. It is a surprising move for him to risk both reputation and his own money on an attempt to create an investment bank from scratch.

But Thalwitz knows Paul Zucker, head of corporate finance at Caspian, from the 1980s, when Thalwitz headed World Bank projects in west Africa and Zuckerman was an agricultural specialist. And Thalwitz, a devoted collector of wild mushrooms, is not the type to go for the safe solution. "I feel energetic and young enough to take the opportunities," he says. *Nicholas Denton*

## Disney books top job



ANTHEA DISNEY

Rupert Murdoch's News Corporation. She replaces George Craig, who will

stay on in an advisory capacity after Disney takes up her new position early next month.

Disney, who was born in the UK but moved to the US in 1974 as New York correspondent of the Daily Mail, has risen rapidly through the ranks of News Corp since joining the group in 1989. Before her arrival at News Corp she edited two US magazines, *Self* and *US*, and was a senior editor at the New York Daily News. Her jobs at News Corp have included being editor-in-chief of TV Guide magazine, executive producer of Fox TV's *A Current Affair* news series and most recently editor-in-chief of iGuide, the News Corp Internet site.

Disney's new post as president of Harper Collins puts her in charge of one of the world's largest English language book publishers, which was formed by News Corp after its acquisition of the publishing companies William Collins and Harper & Row. *Alice Rowsthorn*

## LVMH scents change

LVMH, the French champagne and luxury goods group, has hired a senior Unilever executive with a mass marketing background to head its Parfums Christian Dior division. Patrick Choël, 52, chief executive of Uni-

lever's Chesebrough-Pond's USA, is returning to his native France to run LVMH's Dior beauty products and cosmetics business.

It is the second time in less than three months that LVMH has had to look outside the group to find a boss for one of its key divisions. In January it poached Jean-Marie Laborde, 47, from Pernod-Ricard, a rival French drinks group, head of Moët & Chandon champagne operation. LVMH's decision to recruit the new boss of Christian Dior from the US is another sign of the rapid changes under way in the world cosmetics industry.

LVMH has some of the best known brand names in the industry but has been facing the problem of sluggish sales growth and rapid rise in the costs of launching new products. Choël joined Unilever in 1985 and was chairman of Elida Gibe-Fabergé France before taking over as chief executive of Chesebrough-Pond's USA two years ago. He joins LVMH's Parfums Christian Dior division at the end of April and replaces Maurice Roger, who has been at the helm since 1982. The division generates sales of FFrs3.5bn, or about a third of the group's total. Mark Landry, chief financial officer of Chesebrough-Pond's USA, has been made acting chief executive. *William Hall*

## ON THE MOVE

■ Viktor Geraschenko, former Russian central bank chairman, has been appointed chairman of INTERNATIONAL MOSCOW BANK. Former IMB chairman Vladimir Sudakov quit last November.

■ Colin Green - currently vice president, business operations, at Allison Engine - has been appointed an executive director of ROLLS-ROYCE, with effect from April 30, when he becomes managing director of the Rolls-Royce Aerospace Group.

■ David Penketh, 52, formerly a senior executive of the Hong Kong & Shanghai Bank Group, has been appointed head of corporate and institutional banking at CREDIT SUISSE NORTHERN EUROPE. He succeeds Urs Landolt, who has returned to the international division at Credit Suisse's head office in Zurich.

■ Samir Naessany has been appointed to the new post of director of financing for major projects at ALCATEL ALSTHOM.

■ Pedro Aspe, 45, has been named to the board of directors of THE MCGRAW-HILL COMPANIES. He was Mexico's secretary of finance from 1988-94.

■ Lee Hon Chiu has been appointed a non-executive director of IMPERIAL CHEMICAL INDUSTRIES, the first Chinese appointee to the board. A well known figure in Hong Kong business circles, Lee was born in 1929 and educated in the US. He is currently chairman and managing director of Hysan Development Company in Hong Kong and deputy chairman of the Garden Hotel, Guangzhou.

■ Boguslaw Kott, president of BANK INDICATYV GOSFODARSTVO, has become chairman of Bank Gdansk in which BIG holds a stake.

■ Basil Anderson, 50, chief financial officer of Scott Paper prior to its merger with Kimberly-Clark, has been appointed chief financial officer of CAMPBELL SOUP.

■ Paul Fowler, 48, has been named chief executive of FLETCHER CHALLENGE FORESTS, the international solid wood plantation forestry sector of Fletcher Challenge. He was previously a senior executive in the US operation of BP Oil.

■ Eric Feldstein, 36, has been promoted by GENERAL MOTORS ACCEPTANCE CORPORATION to chief financial officer. He succeeds John Finnegan, who has become GM treasurer.

■ Isaac Omolo Okero is

KENYA AIRWAYS' new chairman. He replaces the late Philip Ndiraga. Okero has been a director of the company since 1981.

■ Robert Reynolds, 43, has been appointed to the newly created position of president, FIDELITY INVESTMENTS INSTITUTIONAL RETIREMENT GROUP and will join Fidelity's operating committee. Paul Hondros, 47, currently president, Fidelity Investments Institutional Services, has been appointed to Fidelity's operating committee.

■ David Amer has been appointed chief financial officer of OPTUS COMMUNICATIONS. He was chief financial officer for Qantas Airways from 1991-93 and of Australian Consolidated Press until 1995. He replaces John Greaves, who left in December 1995.

■ Guy Fraser-Sampson, investment controller of the Abu Dhabi Investment Authority, is moving to MOWBRAY CAPITAL INTERNATIONAL as managing director. Mowbray Capital International is a company in Abu Dhabi advising fund managers in structuring and raising private equity.

■ On April 1 Frederic Sater retires from MORGAN GUARANTY TRUST of New

York after almost 36 years of service. Since 1977 he has been one of a small team co-ordinating reserve asset and training activities with central banks and official institutions. Roberts Puschel is now the managing director in charge of the group.

■ Sir Robin Renwick, 58, has been appointed as a non-executive director of BRITISH AIRWAYS. He was formerly UK ambassador to South Africa and in Washington.

■ Stan Wallis, managing director of Amcor, joins the COLES MYER board, with effect from May 1.

■ Clive Cooke, currently chief executive officer of EXCO's fixed income securities broking operation in New York, has also been appointed chief executive of Exco's money broking operations in New York. Joseph Sciametta, president of Exco's US money broking operations, is leaving the company.

■ James Tanner, head of Morgan Stanley Services in Europe, assumes a new role at MORGAN STANLEY ASSET MANAGEMENT, as head of its business for European clients, with responsibility for Morgan Stanley's managed assets throughout Europe.

■ Jerome Tafari has been appointed finance director of MCDONALD'S France.

of SERVICES PETROLIERS SCHLUMBERGER. Percevaux will replace Alain Roger who is retiring.

■ Edouard Raffinon has been appointed by ALCATEL ALSTHOM to head a mission to support the setting up and development of small and medium-sized enterprises, and to help them win new markets abroad.

■ Karl von der Heyden has been appointed a non-executive director of CADBURY SCHWEPPES. He retired from R J R Nabisco in 1989, where he was chief executive officer.

■ Peter Klein joins the board of CITIBANK PRIVATKUNDEN. He is currently executive manager at Citibank Privatkunden and accounting, reporting and controlling manager.

■ Jose Maria Suardiaz Espejo becomes chairman of Spain's RADIO COMENTACIONES ESPECIALES. He previously worked for Agroman.

## International appointments

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## FINANCIAL TIMES SURVEY

## EXECUTIVE EDUCATION

## The short course comes of age

Demand for intensive programmes has exploded in recent years. Della Bradshaw examines a trend that is seeing academics compete against consultants and in-house trainers

Later this year the business school at the University of Chicago will, for the first time, welcome managers on to its campus to study for a short executive programme. Not a very momentous occasion, you might think.

But this decision by the US's second oldest business school and the last leading school in the country to succumb to the lure of the lucrative short course market, could prove to be the final nail in the coffin of the business school ideal of a lofty, academic institution that would not sully itself with non-degree courses.

Chicago's deputy dean Mr Robin Hogarth says that the move was prompted by the academics at Chicago, who, as individuals, were frequently approached by companies to run short courses. But he acknowledges there were some reservations. "Our faculty was always kind of nervous. There was always a sense that this was a slippery slope."

The sensitivity of the subject is reflected in the school's decision to allow academics to choose whether they want to participate in executive courses or not. At Cornell, in the US, and London Business School (LBS), in the UK, faculty are also allowed to opt out of the short-course market and concentrate on teaching master of business administration (MBA) courses or on conducting research.

What is open to those who do participate is a slice of a market that is worth hundreds of millions of dollars a year worldwide. It is a market that is difficult to quantify and hugely fragmented: providers of executive education span business schools, management centres, training companies, consultancy practices, individual con-

sultants and last, but by no means least, the in-house training departments of companies themselves.

The extent of overlap means distinctions between practitioners are becoming increasingly blurred. Business schools now see themselves performing the role more traditionally associated with consultants, while consultants are moving into more theoretical areas, traditionally the sole domain of the business schools.

Such integration may have muddled the executive education picture, but two things are clear: the market has been growing over the past decade and this growth looks set to continue. The demands of restructuring, international sales and information technology are forcing executives to reconsider their positions. While once it was thought enough to have an undergraduate degree - even an MBA could be considered gliding the lily - additional training is now seen as both an aid to career development and as a management tool.

The result is twofold. On the one hand, companies, after years of removing layers of middle management padding, are using executive courses as a way to motivate staff. ("Companies now realise that people create the real long-term advantage - the Japanese have shown us that," says Professor Leo Murray, director of Cranfield university school of management.)

On the other hand, the top dogs in the company are realising that they need executive training themselves. The market for courses for those at board level is burgeoning. Insead, in Fontainebleau, for example, now has three courses aimed specifically at the top league of business peo-

ple; five years ago it had none. The inclusion of top executives in the executive education sector has been instrumental in spearheading the demand for shorter courses for all managers. "I meet people who want general management programmes in one to two weeks," says Ms Martine Van den Poel, director of executive education and assistant dean at Insead. "It's extremely difficult to do that."

Despite the fact that managers' requests sometimes seem unrealistic, there is no doubt that the biggest shift in the market over the past decade has been the increased proportion of the short courses that have been tailored for individual companies. Many of the newer business schools have built their reputations on programmes for individual clients. Fuqua School of Business at Duke University in Durham, North Carolina, for example, has custom-made courses for both Johnson and Johnson and Eli Lilly.

Such schools have eventually forced the more traditional top-tier business schools, which were reluctant to offer tailored programmes on the grounds that the school got too close to the client and so compromised its academic integrity, to move into the market. To date, the mighty Harvard has still only conducted custom-built programmes for some 15 companies; LBS's record, on the other hand, is 30 and Insead's 35.

Those who have pioneered tailored courses are quick to defend their independence, claiming that the information they glean from companies feeds back into the university's research and from there into the degree programmes. "Researchers enhance their research by talking to com-

panies," says Cranfield's Professor Murray. "It's an enormous benefit to faculty if they are teaching top managers one day, MBA students the next and the next day doing research."

"We're concerned to maintain good relationships with our key clients and understand the work they're doing because it makes our work more relevant," says Professor Bob Galliers, chairman of Warwick Business school in the UK. "We know the agendas for

companies so we can feed that into our research. It's very much either side of the same coin."

Many schools take the view that by getting close to a client they are building a long-term relationship. "We can help companies over a number of years. Our faculty finds that very rewarding," says Ms Ann Sampson Poe, marketing manager for executive education at the Samuel Curtis Johnson graduate school of management at Cornell university.

It also secures long-term revenues. Mr Hogarth acknowledges that one reason the Chicago school moved into the executive education business was that about half its 30,000 alumni lived in the Chicago area but were having to patronise other schools if they wanted refresher courses.

Many schools make a virtue out of the fact that most of their executive courses are now customised. Last year, 48 per cent of the short programmes at the Kenan-Flagler

school at the University of North Carolina at Chapel Hill, for example, were custom courses but the school predicts that by the year 2000 that figure will be 70 per cent.

Elsewhere, however, there is increasing disquiet over the trend and a belief that schools need to maintain a balance in different types of courses. At LBS, for example, the department has decided to limit its number of "custom" clients because of the pressures on faculty time. "We can serve 30

clients well. If we went to 45 clients I'm not so sure that we could serve them so well," says Ms Gay Haskins, director of executive education at LBS. Staff at Insead have reached a similar conclusion.

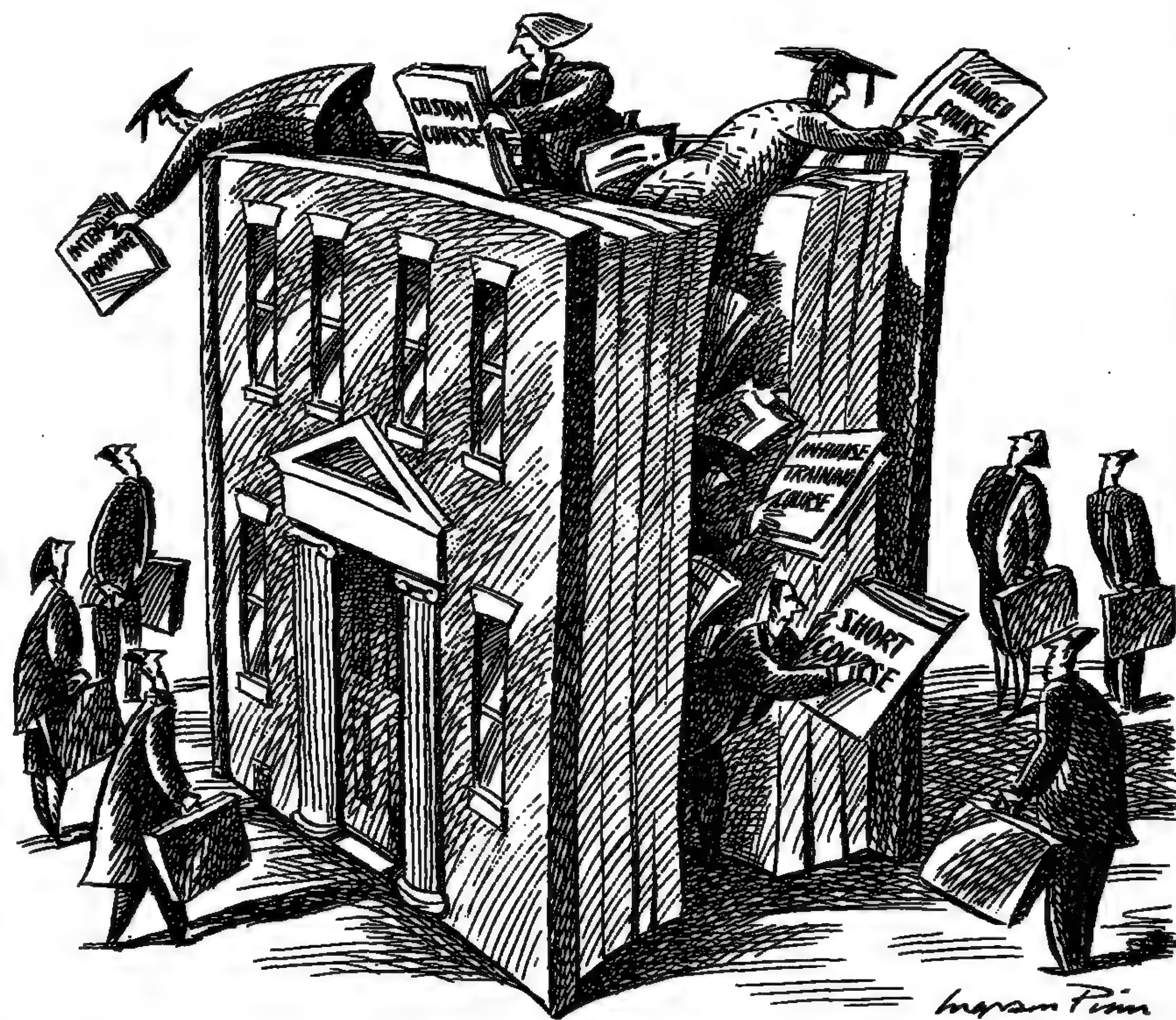
A further reason for spurning customised courses has been the time it takes to develop them. Whereas 10 to 15 years ago a custom course presented to one company was much the same as that for another - the name on the box changed but little else - the market is now becoming increasingly sophisticated. Ms Haskins reckons that it can take 20 days of development work with a company before the course even starts.

Those schools resistant to the idea of bespoke programmes can take heart: the past year has also seen a tentative resurgence in the demand for open courses - general courses that managers from any company can attend. This is seen by business schools largely as a demand from individuals for the security of portable qualifications that can be taken from company to company - the natural result of the cost-cutting and redundancies of recent years.

Just as the demand for certain types of course structure changes so does the choice of topics studied. Gone are most of the courses with the word "change" in the title: managing change it would seem was a topic for the early 1980s. Also consigned to the waste bin are many courses on brand strategy. And marketing appears to be less in demand.

The buzz phrases for the late 1990s look set to be "creating world-class capabilities" and "capitalising on knowledge", not to mention "leadership". "Leadership is everywhere," concludes Ms Haskins.

A central plank of leadership courses are personal management and behavioural skills, which are proving increasingly popular in many of today's short courses, along with programmes that break down walls between particular management functions. Such "soft" skills are seen as one of the big growth areas. "It's not the touchy, feely wild stuff," says Professor Murray. "It's all about personal effectiveness."



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## II EXECUTIVE EDUCATION

■ Open courses: by Tim Dickson

## New demand, new ideas

The general programme is back in fashion - with an emphasis on practical solutions

Ten to 15 years ago business schools put on a course and companies supplied the participants. It could be as simple as that.

Then "customisation" became the rage, the recession of the early 1990s cut into training budgets, and so called "open programmes" fell out of fashion.

Many believe this shift has been more structural than cyclical - it is, in other words, here to stay - and yet executive courses open to all-comers remain an important part of the business school "product mix".

Indeed, Mr Arnaud De Meyer, associate dean for executive education at Insead, based at Fontainebleau outside Paris, believes the pendulum has recently swung back in their favour as many companies move from restructuring into a more expansionary phase.

"When businesses are undergoing fundamental change a tailor-made programme for the employees of one enterprise is useful for creating the right spirit, for communicating a consistent message," he says. "Once this period is over, the best managers need to do some informal stocktaking, effectively to benchmark what others are doing. I have the feel-

ing that open programmes are therefore gaining in popularity."

Most reputable business schools run flagship general courses of this kind to prepare individuals with a strong functional skills base for the wider responsibilities of general management. But there is also a host of more specialist "open" options, ranging from short functional programmes on marketing, finance, banking and financial services to courses clearly designed to meet a short-term market need and client demand. Manchester Business School, for example, offers a Money Laundering Programme for those who want to be familiar with regulations related to currency flows and financial instruments outside national legal and tax frameworks.

Given the speed with which new business ideas are replicated by others, however, course innovation is a constant requirement.

Open programmes have a number of inherent advantages, of which interaction with peers from other companies and other countries is probably the most important. Internationalisation of faculty, students and course material has been a business school buzzword for some years now, but given the trend to greater globalisation in business, its relevance remains: the more culturally mixed the participant base the better. IMD, the international business school in Lausanne, Switzerland, can usually point to 25 to 30 differ-

ent nationalities on its prestigious 10-week Programme for Executive Development.

Getting the best out of such a rich "multicultural" experience will depend both on faculty skill in facilitating discussion and encouraging team-working, and on individuals' willingness to make a contribution. "What you get out of a course like this depends to a large extent on what you put in," one participant at IMD observed last year.

Without careful planning and preparation, precious time can be wasted as participants get to know each other and build up sufficient trust to reveal, warily and all, their experiences, anxieties and

**Managers want material drawn from a school's most up-to-date research**

ambitions. This process lies at the heart of the business school's wider appeal.

Managers tend to benefit from a non-hierarchical environment if they take the "open" option. On tailored programmes, executives tend to be more conscious of their status in the company, and therefore less inclined to experiment with new ideas and to take risks (for fear, perhaps, of embarrassing themselves in front of colleagues). On open courses, by contrast, everyone

starts as an equal, even if participants' titles reflect a range of responsibilities.

For business school professors and programme administrators, the big challenge on a general course is how to provide an overview of the main management functions for a mixed range of students (everyone from engineers and accountants to personnel and IT specialists). It is hard to pitch lectures and discussion at a level that interests specialists and non-specialists alike.

Hence the growing tendency for course designers to build in flexibility, offer options and electives, and generally find ways individuals can customise at least parts of a programme to their own needs.

Other pressures include a growing demand from managers for immediate payback (either in terms of their own career or the impact on their company). "Open programmes are still seen as a short sabbatical, a time for reflection, but people also want to go away with something they can do when they go back to their employer next week," observes Mr De Meyer.

For similar reasons, managers increasingly demand a forward looking approach, and expect to share knowledge and ideas drawn from a school's most up-to-date research. Dog-eared case studies may in some instances have a timeless appeal, but schools can no longer rely on them as the sole teaching method, and their relevance to the real world has to be convincingly demonstrated.

Open programmes seem particularly popular at the moment with senior executives, offering the chance to learn through structured discussion. Ms Fiona Sparkes, marketing manager for executive development at Cranfield University School of Management in the UK, says there has been a significant increase in demand in recent years, particularly for shorter programmes. Cranfield, for example, is staging 40 one-day seminars in 1996, compared with perhaps a dozen five years ago. The school's management development programmes - previously held over three weeks - are now run over 13 consecutive days.

Faculty skills can be particularly important when dealing with the senior executive end of the market - participants seeking a good return from the time and money invested expect academics to be both good facilitators (given the brain power in the "audience") and credible experts in a particular field. People, in other words, with the ability to inject their own ideas and to listen to others at the same time.

■ Customised courses: by George Bickerstaffe

## The 'bespoke' bonanza

The tailor-made approach changes the relationship between trainer and client

A decade ago some business schools were resistant to the idea of designing management education programmes specifically for one company.

Academics were concerned that working with client companies could affect their independence. They feared that companies might play too large a role in setting the content and deciding who should participate and were worried by the relationship between the diagnostic work involved and consulting.

But such views are now rarely heard. European institutions such as London Business School, which has a strong mix of both open and company programmes, say they like tailored courses because they offer opportunities for gathering materials to use in other programmes and allow involvement in a company's development strategy.

The European acceptance of the custom-built approach is, in part, the natural consequence of an acceptance of executive education in general.

"Teaching executives has the same status here as any other kind of teaching. It's one of our core businesses," says Mr Arnaud De Meyer, associate dean and head of executive education at Insead, outside Paris. "In some other schools - though it's changing - executive education is still seen as a little bit low-status."

Certainly, in the US executive programmes have in the past been somewhat secondary to degree programmes - particularly the MBA and PhD. Historically, only Harvard Business School invested significant resources in building executive education into its mainstream activity.

That has changed over recent years, however. Schools such as Kellogg, Michigan, Columbia and Cornell have made hefty investments in executive education.

Significantly, the Graduate School of Business at the University of Chicago opted to enter the market last September with a small unit devoted to customised programmes. Open-enrolment programmes will follow once a director for executive education is appointed.

Much of the growth of tailored programmes has been driven by demand from the corporate sector.

Mr Jeff Ramsbottom, director of executive education at Manchester Business School,

which has traditional strength in company programmes, describes the changes that have happened: "Ten years ago we produced packaged programmes and we had people queuing at the door for them; then five years ago we had tailored programmes where we said we will tailor these programmes for a specific company."

"Now we have custom programmes where we effectively sit down with a company and a blank sheet of paper and say 'what is it that you want for your management development needs?' as well as thinking about what it is they need."

The global foods group Cad-

bury Schweppes, which uses customised programmes almost exclusively at all levels, has recently completed a company-specific programme for 200 senior executives worldwide that it put together with Insead.

"It meets our needs in terms of value for money per participant, instilling best practice throughout the group, and allows our managers to network," says Mr Bob Stack, group director for strategic human resources.

Companies, as Dr Ramsbottom points out, are now much more knowledgeable and increasingly develop their own agenda for management development.

Mr James Pulcrano, director of marketing at IMD in Lausanne, perhaps the top European school for executive education, points out that this increased awareness "makes it stimulating but also difficult."

Other providers are looking for close relations with just a small group of clients.

"I really believe that companies that work on several dimensions with us get far more out of us than those that buy on a one-off basis," says Insead's Mr De Meyer.

Similarly, IMD sees itself developing ever-closer relations with leading business clients in the future. "As a result, we will be involved in great depth with those clients," says Mr Pulcrano. "That means us getting to the real meat of strategy and implementation with them."

Company-specific programmes are not the exact reverse of open programmes and the two are certainly not mutually exclusive. Indeed, most large corporations use a mix of both, though some, such as Cadbury Schweppes, only send managers on open programmes for very specific

and targeted reasons.

Where customised programmes differ is in offering companies greater control over the content and direction of a programme, allowing them to fit it into their strategic aims.

Tailored programmes are most effective for the development of relatively large numbers of managers during a significant shift in corporate direction - either a strategy change or a reaction to change - whereas open programmes are seen as a way of refocusing people.

Insead's Mr De Meyer sees a continuing demand for programmes designed to help companies face new challenges. "They say to us 'we have a problem, it's not life threatening, but can you help?'"

Such is the current trend towards company-specific programmes that it can be hard to understand why companies should go a different route. But there is a down side.

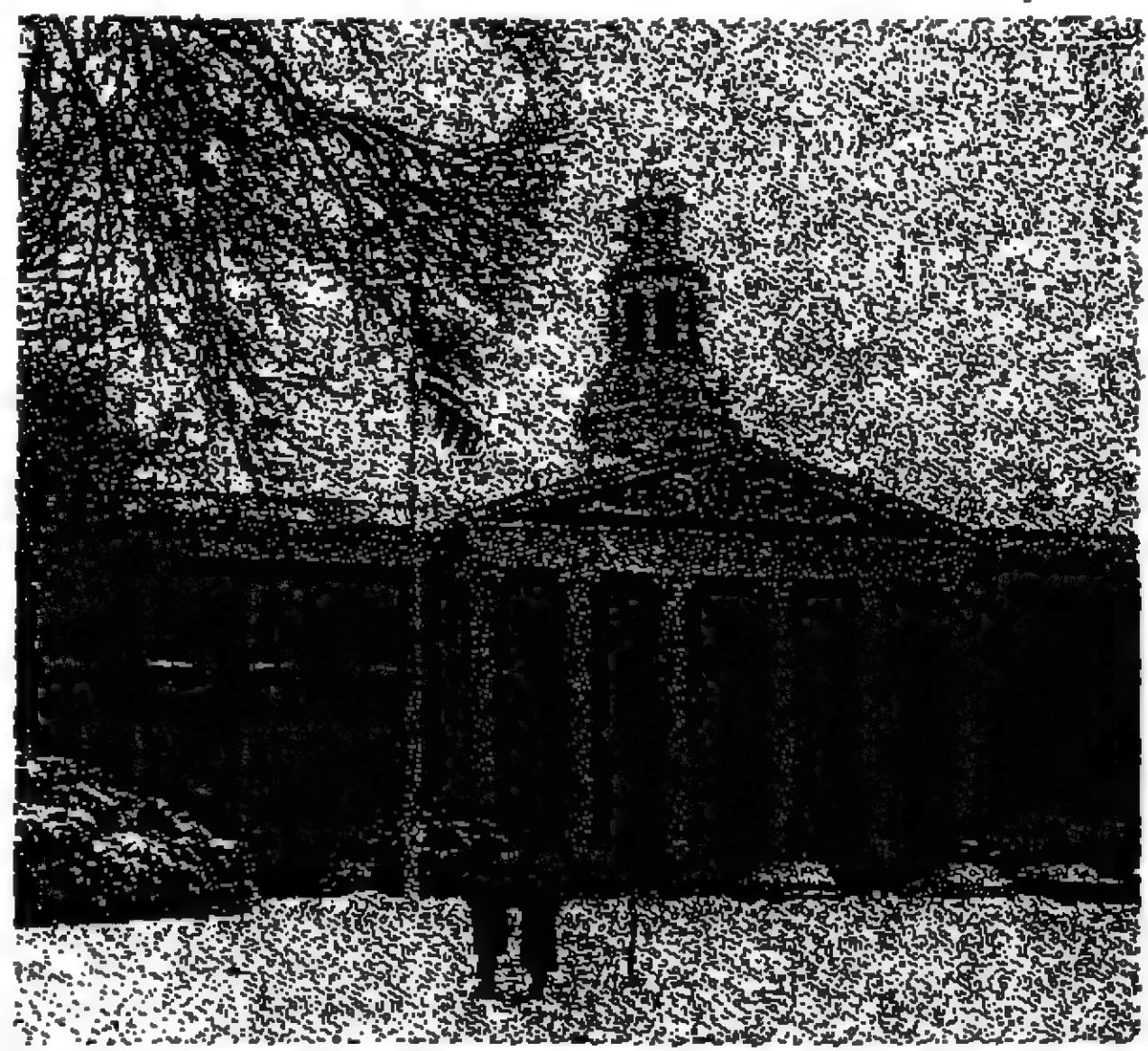
For a start, while cost-effective for large numbers, customised programmes can be so expensive that they are almost above the pressure of large companies. Indeed, it has been argued that in the future the only organisations that will use open programmes are small and medium-sized enterprises.

Furthermore, company-specific programmes offer no contact with managers from other corporate cultures. Mr Stack of Cadbury Schweppes accepts this might be a disadvantage, but comments that multinationals like his own are so culturally mixed that managers are exposed to other approaches anyway.

"There can be a problem with them being too internally focused," he adds, "but we had a groundswell that Cadbury Schweppes was not mentioned until the last day. The whole programme was very externally directed."

Even so, many companies continue to send senior executives on open programmes so that they can broaden their perspectives, mix with other corporate cultures and establish a personal network.

There are signs that open programmes are beginning to stage a comeback, at least in Europe. Mr De Meyer at Insead talks of a "better balance" between the two types of course. Nonetheless, there seems little doubt that for most managers of the present and future executive education will be custom-built.



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■ Consortium programmes by George Bickerstaffe

## The best of both worlds?

Courses designed for a group of companies are popular – but not universally so

Consortium programmes are a form of executive education that is growing in popularity. Generally they involve between three and six companies, usually operating in widely different industries, co-operating with a business school to design a common development programme for their employees.

Consortium programmes are reckoned by many to combine the best of both customised company-specific programmes and more traditional open-enrolment programmes.

The thinking is that companies will be buying an educational experience for their employees that is relevant to their own company but wide enough to gain some of the networking and "broadening" that are claimed as two of the biggest advantages of open programmes.

London Business School, well known for its expertise in financial programmes, has set up an Executive Development Consortium that includes British Airways, British Telecom, Lloyds Bank, Marks and Spencer, and Vauxhall Motors. LBS says the programme gives a better perspective on leading management issues, focusing on the particular problems of each manager's company.

Another typical example is the Integrated Management Development Programme (IMDP) at Cranfield School of Management. The IMDP was launched last year to meet in-company training and development needs while maintaining a broad outward and forward looking approach, partly as a response to new organisation structures and to ideas of teamworking that require greater emphasis on managerial, interpersonal, creative and conceptual skills.

The initial consortium was made up of ICL, Midland Bank, the RAC, Royal Insurance and W. H. Smith. Mr Chris Evans, head of personnel for Royal Insurance, comments that "the key benefits include the development of skills necessary to benchmark performance

against best practice across each of the consortium companies".

The programme has now run three times, with some changes to the consortium members.

Around four managers from each company take part in the programme, which covers two modules of four and half days each. The programme focuses on delivering improved business performance through better decision making, a more strategic outlook and increased awareness of managers' individual contribution to results.

Notwithstanding the apparent success of the IMDP, consortium programmes can be difficult to organise. One of the

tributions of its products. The aim is to focus on the business management issues raised by changes in the computer distribution industry.

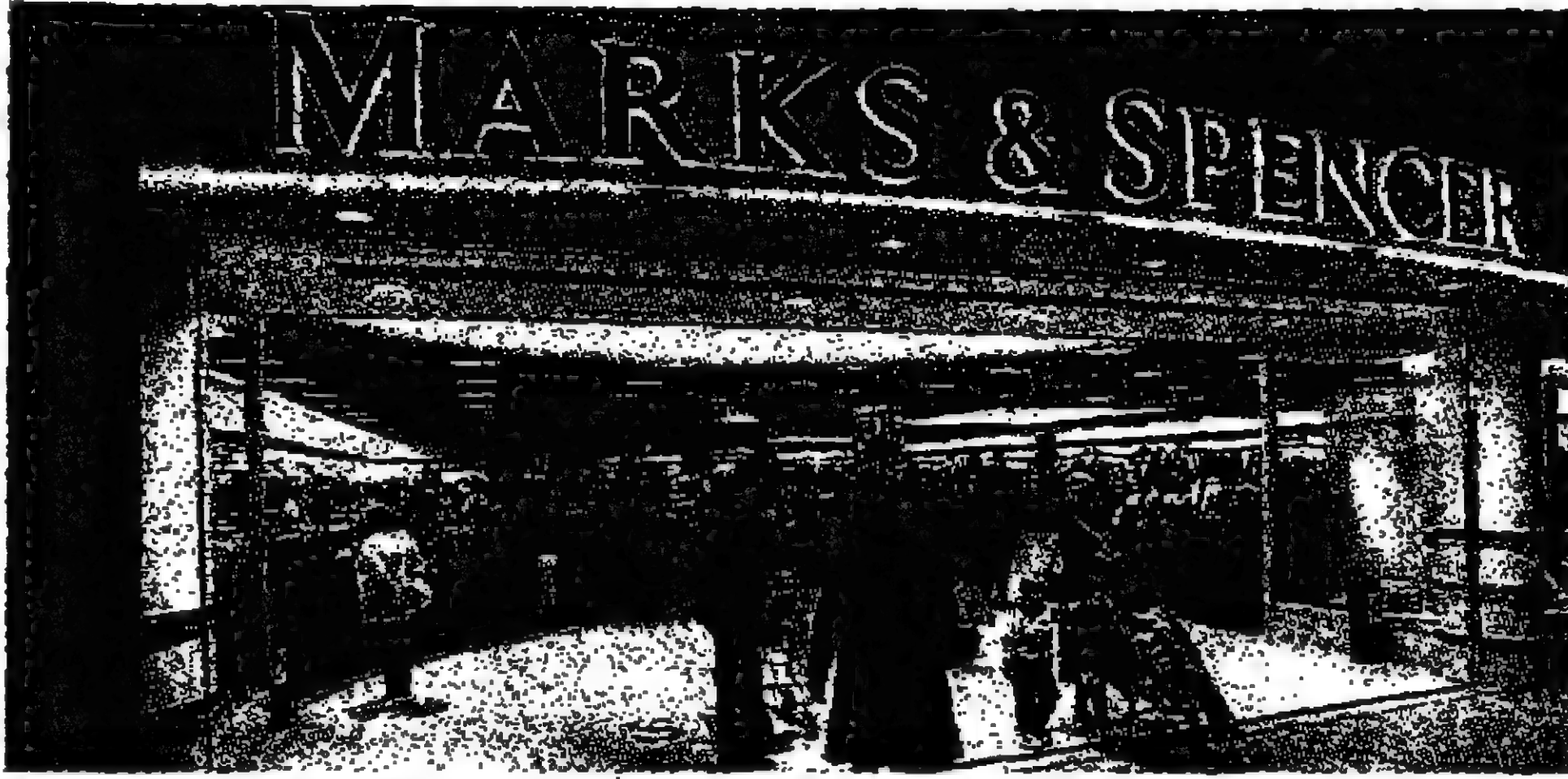
However, the current trend in consortium programmes is to turn what have traditionally been nationally based programmes into much more international ones.

LBS, for example, is launching a Global Business Consortium, designed to accelerate the ability of companies to create and sustain global competitive advantage.

Insead's general management Alpha programme is described as "a programme in international management". The consortium members are

cept has, for example, already been effectively transferred to the MBA market, with companies and a business school joining together to offer an MBA degree.

Such programmes have supporters among companies and business schools. They argue that what industry needs is an MBA that makes existing managers more effective in their jobs, not a programme that appeals to relatively young individuals in pursuit of a springboard to a career change. They suggest that programmes should be judged on output (better managers) rather than input (academic rigour and international diversity).



Supporting the common place M&S is part of LBS's Executive Development Consortium

Colin Burre

obvious problems is getting a group of reasonably like-minded organisations to agree on content. For this reason, almost all consortium programmes are set up on the basis of non-competing companies or industry sectors.

However, some have been deliberately designed for companies within one sector.

Insead, a leading European business school outside Paris, for example, has formed the Inter-Alpha Banking Programme to develop bank-specific managerial skills for managers from 12 leading European banks. It has set up a similar programme to address key strategic issues facing five insurance groups.

An even more targeted programme has been created by Insead for the computer manufacturer, Hewlett-Packard, and companies involved in the dis-

tributions of its products. The aim is to focus on the business management issues raised by changes in the computer distribution industry.

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■ Executive MBAs by George Bickerstaffe

## America shakes up market

The US bid to internationalise the degree course sets new challenges for European schools

Many regard the Executive MBA (EMBA) as the Rolls-Royce of executive education. And it is a type of part-time study that is growing in popularity, especially in the US.

Traditional EMBA involve companies sponsoring their brightest up-and-coming executives to study for the degree. The schools' standards are rigorous. Most demand considerable work experience – frequently as much as 10 years – and offer little opportunity for evening study. The sessions are generally held at weekends, typically a Friday and Saturday or alternating Fridays and Saturdays. There are often large modules of residential work and even foreign field trips.

Because of the company involvement, many business schools charge premium fees for their EMBA programmes, even though they often bear only a passing resemblance to the mainstream MBA output.

In return for high prices, the programmes offer prestige, attract the best faculty and are usually innovative and experimental.

Apart from the price, companies like these programmes. They satisfy the yearning for an MBA, help retain their best executives and combine theory and work experience in a way that can be of great value to an organisation.

However, the EMBA is changing – and these changes are being led by the US.

American business schools are starting to take the executive MBA global and are targeting the international market, sometimes to the chagrin of non-US schools.

The charge was led by the Graduate Business School of the University of Chicago, one of the top American schools. In July 1994 it inaugurated an International Executive MBA based in Barcelona. The idea was to attract high-level European managers with the prospect of an 18-month programme based on 14 weeks of residential sessions – split

into one or two-week modules and course-related assignments – and a full MBA degree from a top-drawer US business school.

Although the intake is currently a little below the targeted 80 executives on each programme, the results have been good. The first class of more than 60 students will graduate in mid-March and around 35 are planning to travel to Chicago to take part in the graduation ceremony. And, contrary to expectations, students have been drawn from farther afield than Europe.

"We've been surprised how far people are prepared to travel – we have students

**If the future is global, schools will have to fight to join the bandwagon**

from Africa, Asia and the Americas," says Mr Robin Hogarth, deputy dean for MBA programmes at Chicago.

He adds that students like the modular structure and the international mix of participants. Mr Hogarth has also been surprised by the high ratio – around 20 per cent – of students who are paying their own way, rather than being fully or partially sponsored by their companies.

"Most are entrepreneurs or from entrepreneurial or family companies," says Mr Hogarth, "but it's still a larger figure than we expected."

Chicago would probably like to "export" the concept elsewhere – Asia or Latin America have obvious potential – but the problem is faculty resources. The school made an early commitment that its programme would be a Chicago MBA run by the Chicago faculty.

Indeed, an early and international objective of the programme was the internationalisation of Chicago faculty. And according to Mr Hogarth this is working well. "Faculty is enriched by going abroad and developing overseas material and it brings that back to the US," he says. "In addition, the modular structure is bringing

our faculty together because it is able to integrate its teaching in Barcelona. And, finally, the domestic EMBA has been greatly internationalised by the cross-over with the international EMBA."

Although there are rumours of many other American schools entering the market (Chicago's neighbour Kellogg is planning a joint MBA with IAE in Aix-en-Provence, France), Chicago is not planning any big changes to the format and structure.

In particular, says Mr Hogarth, it is not about to introduce a distance learning element. "There is already a lot of contact by fax and e-mail between students and Chicago – a type of 'distance tutoring'," he comments. However, he does expect a strengthening of communications links between Barcelona and Chicago in the future. "Contact with Chicago – is vital," he says.

An even more ambitious programme that does include a large distance learning element is being launched this summer by the Fuqua School of Business at Duke University in North Carolina.

Fuqua's Global Executive MBA (GEMBA), which will start in June, combines residential classes across three continents – the US, Asia and Europe, with a large slice of the latest in distance learning via information technology. Indeed, a big chunk of the programme is designed to make executives familiar with the

information superhighway.

Like the Chicago course, the 19-month programme will lead to a full MBA degree and is based on the core curriculum of the regular Fuqua MBA. Students will spend 11 weeks in residential classes in various locations around the world and the rest of the time working on assignments and keeping in touch via e-mail, the Internet, group-working software and CD-ROM multimedia course work.

Reaction to this American development in Europe has been mixed.

Privately, a number of European business schools will huff a little about it, though some also see the presence of leading US schools as adding to the profile of the market.

But the real question is where the EMBA is going. If internationalism is the future and if distance learning is to be a significant element of programmes, then many business schools will have to start working hard and fast to catch the bandwagon.

On the other hand, Chicago's Mr Hogarth emphasises that "this kind of internationalism is not the way of the future – only part of the way. There is a need for development for people who shift around the world, but there is also a need for domestic programmes".

Even so, the EMBA seems to be undergoing the kind of curriculum re-evaluation that hit the mainstream full-time MBA programmes in the early 1990s. The only certain thing is change.



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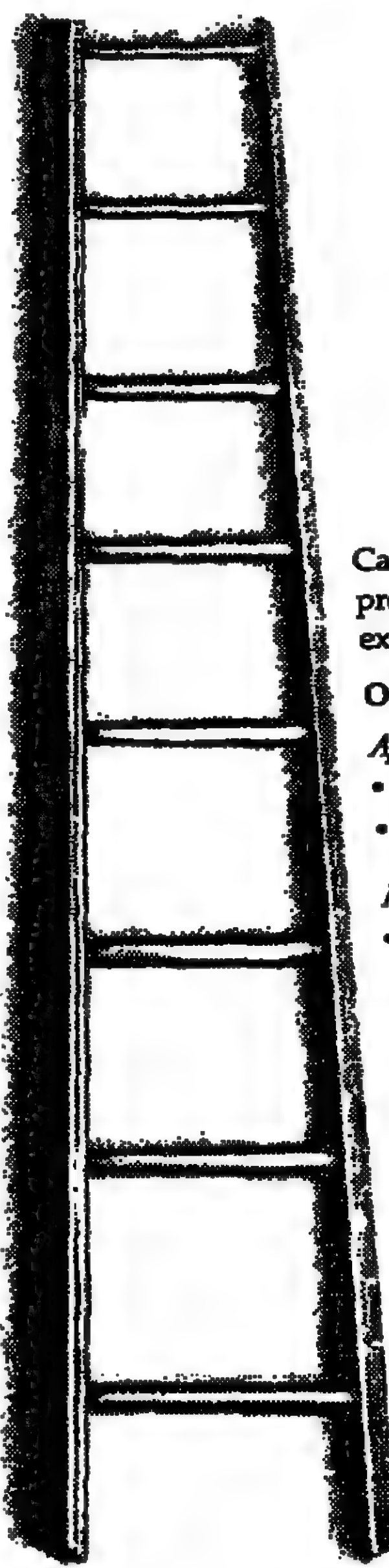
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## IV EXECUTIVE EDUCATION



Covering the waterfront: the IBM facility at Eversley, Hampshire, is developing a full range of programmes with Manchester Business School

■ Alternative approaches/the IBM business school: by Tim Dickson

## In-house unit expands

A look at what IBM's training facility offers to both internal and external managers

The profile of the best international business schools may have grown substantially in recent years, but the biggest slice of the management education market can be found inside large companies.

IBM UK is a case in point. Over the past 10 years the giant computer company has built up its own facility at Eversley, Hampshire, which now provides training for other businesses as well as serving its own staff and customers. IBM Business School, as the unit is known, boasts a full time teaching department of 18 people, at least three times that number of occasional lecturers with a "kaleidoscope" of different skills, and an annual budget of £8m.

The school has played an important part in IBM's own business transformation in recent years. "We started off providing support skills for our field sales staff," explains Mr Geoff Berridge, the school's head. "But we developed as the company needed to invest in new competencies, change its culture, and expand into new business areas."

Mr Berridge says that there is a particularly strong emphasis on consulting, marketing and project management - activities that reflect today's leaner, more service-oriented IBM. Programmes run "for a

few days or many days" and, in a single year, 5,000-6,000 people - ranging from senior managers to new graduate recruits - can pass through the Eversley doors.

Another area where the IBM business school reckons it has strong expertise is the link between business and information technology strategy. Open programmes are frequently run for the company's customers with an emphasis, according to the executive consultant, Mr Jack Sherwood, on "how the CEO can drive technology to the company's benefit".

Mr Sherwood says IBM "can

## Companies approach IBM for custom-built courses

do the classic Michael Porter stuff on strategy if necessary", but IT delivery is usually the key. He acknowledges that the company is sometimes perceived as self-interested, but emphasises that the school consciously distances itself from IBM's own marketing.

IBM has worked with Southampton University Management School and Hantley Management Centre - but last year it established a more formal link with Manchester Business School "to develop a full range of marketing and management development education". Part of the motivation is to offer high fliers a "business view" as well as a "skill specific view"

through participation on the company's specially tailored MBA course.

IBM "students" who gain the marketing diploma (taught by Manchester and accredited by the Chartered Institute of Marketing) receive a credit for the modular programme, whose first intake starts work this month. "Doing this obviously requires a commitment of evening and weekend time from individuals and their business managers," says Mr Berridge, adding that IBM would like to combine forces for the MBA with another blue-chip company. The three-year programme is initially teaching intensive, but is followed by a research and writing phase that links back into the manager's work with the company.

IBM UK's business school has recently become part of the group's worldwide education and training business, whose headquarters is based at La Hulpe, outside Brussels. The idea is to pursue an integrated company-wide strategy in this area, against the country-by-country approach that has tended to prevail in the past.

Besides providing programmes for IBM's own employees - on a cost recovery basis - the IBM Business School believes there is potential to sell its service to more external clients. Non-IBM people can attend open programmes, but it is more usual for companies to approach IBM as they would any other business school and ask it to design a custom-made programme. "They are often com-

panies like us, selling products with a high unit value in highly competitive markets, and operating close to the boardroom of their customers."

One such company is Visa, which has a wide range of sophisticated products to market to members of the Visa network. Because of the complexity of these products, Visa sales staff have been highly trained in terms of technical knowledge and product understanding. It became clear, however, that staff needed more specialised sales and communication skills. "The nature of the business means that people often come into sales from other parts of the organisation," explains Mr Derrick Ahlfeldt, human resources director of Visa International. "They rarely have experience of professional sales techniques and we recognised that there was a skills gap that had to be bridged."

Besides price and flexibility, Visa was attracted by IBM's background in this area. The two partners developed Visa-specific role plays and a special Visa case study, and held the 17 days of training in four residential modules over a period of several months.

Mr Berridge acknowledges that most of IBM's programmes are specific to business activities - with an emphasis on influencing the client in consultancy training. For example, and on risk techniques in project management. Other issues are injected but the MBA programme, he says, "is where the connections are made explicitly".

■ Alternative approaches/the Disney University: by Della Bradshaw

## Lessons from Uncle Walt

Why English Lake Hotels spurned traditional schools in its quest for a new service ethos

Although Lake Windermere, in the heart of the English lake district, has been the home of many of Britain's most famous writers and artists, it is not their influence that determines the cultural flavour of the service offered at some of the local hotels.

At the four English Lakes hotels that surround Windermere, the mode of hospitality has been firmly moulded by Florida sunshine rather than Wordsworth's English countryside, and by Mickey Mouse rather than Beatrix Potter's Peter Rabbit or Jemima Puddle-duck.

The decision to go to the Disney University in Orlando to develop a service culture for the hotel and conference group was taken by English Lakes Hotel's marketing director, Mr Simon Berry. He wanted to do away with the "us and them" culture that existed between the management and the rest of the staff - waitresses, porters and chamber maids - and so increase morale.

Son of the managing director of the family-owned business, which also runs a hotel in nearby Lancaster, Mr Berry scoured British business schools and colleges for appropriate courses. But, he says, drew a blank.

"We wanted to develop a service culture that was not academic but, practically based," says Mr Berry, who himself trained as a chef at the Savoy. Disney, he says, was "practising, not just preaching" a service ethos.

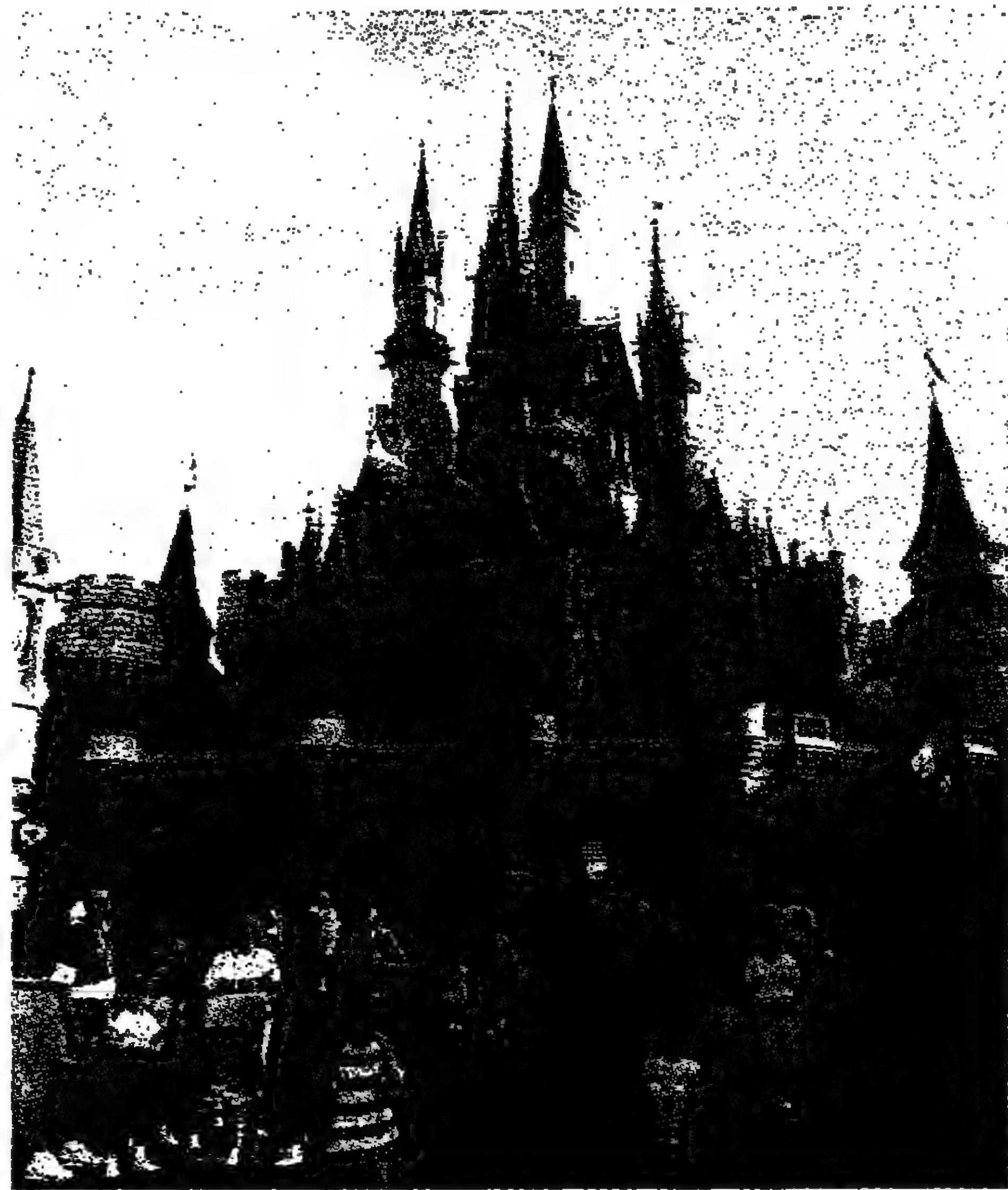
In September 1994 he and three other directors from the operations side of the business boarded the aeroplane to Florida for a four-day course in the "Disney approach".

Although the practices learned had to be stripped of their peculiarly American flavour and then adapted to the specific needs of his company, Mr Berry believes that there have been many tangible benefits.

"We came back and developed a cultural approach to quality rather than a systematic approach to it," he says.

The Disney University professional development programmes are just one example of in-house training programmes that have been adapted and sold for external consumption. Motorola, the US electronics and communications company, for example, which spends \$170m a year on training, most on in-house programmes, has opened some of its courses to outsiders. In particular, Motorola trains its suppliers and other associated companies. Like Disney, it has decided to dub its training facility a "university".

The computer company IBM, which, again, has invested heavily on in-house training,



Tower power: Disney World is said to have a lot to teach managers about staff relations

Tower Housings

has also opened its doors to non-IBM staff.

Since Disney University began its management training programme 10 years ago, some 35,000 business people have studied topics such as people management, quality of service and leadership there. The company's latest course combines the best of two of the

## Other recruits are from industries such as banking and insurance

longer courses in a two-and-a-half day programme designed specifically for busy senior managers who may not have the time for longer courses.

Surprisingly, it is not just hotel or restaurant chains that want to learn the secrets of the Disney customer culture. The latest recruits to beat a path to the door of Disneyworld are from industries such as healthcare and banking and insurance, all eager to brush up on customer relations.

As well as the traditional seminar and lecture approach to training, managers are taken behind the scenes at

Walt Disney World in Florida to see how the theme park is managed and to soak up the culture. In particular, participants are shown how the "cast" members - the name given to all employees, from cleaners to tour guides - are employed and trained. There are 37,000 "cast" members in Florida alone.

For those who see such courses as promoting cultural piracy of the worst kind - all plastic smiles and artificially lifting voices - Mr Berry counters by pointing to the benefits his company has gained. Much of what the managers learned on the course, he says, were things that were already at the back of their minds, but had not yet been articulated. One "quite phenomenal" thing the company took on board, says Mr Berry, is that 90 per cent of good ideas in a company come from the bottom 10 per cent of the workforce.

To break down the barriers between managers and the rest of the staff, and to encourage the flow of ideas, Mr Berry introduced a two-day training course for all of the 260 full-time and 56 part-time staff over a six-week period.

Whereas previously staff were given minimal training, all new recruits are now sent on a

one-day course.

Mr Berry has also just introduced the first company conference, which was run as a three-hour game show. "It was great fun. One thing we learned from Disney was that things must be entertaining," he says.

To improve communications, a newsletter, written by the staff, has been launched.

Quality circles have also been set up in each hotel to analyse the work of each department and make suggestions about how things could be improved.

There has been no shortage of ideas to improve reverse flows. At one hotel, for example, the dining room that overlooked the lake was freed up to serve morning coffee and afternoon tea by not setting the tables for formal meals during the day.

At another hotel, wine sales were increased by recommending certain wines to go with certain dishes on the main menu.

Not surprisingly, Mr Berry admits that the hard part of the exercise was developing the communications between staff in order to identify and implement the ideas. In good Disney style, he acknowledges, "It doesn't happen with picnic dust".

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## Current account fall of Y1.9bn surprises economists

# Japan's trade dips into the red after five years

By William Dawkins in Tokyo

Japan's politically sensitive current account swung unexpectedly into a small deficit in January for the first time in five years, an outcome greeted by economists as further evidence of a lasting change in favour of imports.

According to preliminary figures by the finance ministry, the current account fell Y1.9bn (\$18m) in the red in the first month of the year, from a Y1,008bn surplus in December and a Y228.2bn surplus in January 1995.

Officials said the deficit might have been larger but for the ministry's decision at the start of the year to switch to International Monetary Fund reporting standards, under which Japan will add services to its trade figures and announce its current account in its own currency, rather than in dollars as before.

Under the new system, which measures the simple volume of trade undistorted by currency rate changes, the current account

surplus declined by 22.3 per cent in the last calendar year, rather than the 14.5 per cent earlier announced under the old dollar-based report.

The January deficit was exceptional because Japanese companies tend to clear their export orders in a rush at the end of December and export less at the start of the new year.

Finance ministry and private sector economists expect the surplus to reappear in the months following the new year, but believe the trend of declining surpluses will stay.

Seasonally adjusted, the current account was Y563bn in surplus in January, 34 per cent below the average of the previous three months, which is a clearer guide to the underlying trend. "One should not exaggerate, but there are some real changes going on in the economy," said Mr Richard Koo, chief economist at Nomura Research Institute.

Within the January current account, the goods and services account swung into a Y312.8bn deficit - also for the first time in

five years - from a surplus of Y76bn in January 1994. The surplus in manufactured goods fell 46.9 per cent over the year to Y263.4bn, the 14th month of decline. Exports rose 22.3 per cent to Y3,260bn in January, lagging on the 38 per cent growth in imports to Y3,966bn over the same period, the ministry said. Computers, electronic components and cars were among the fastest-growing imports.

This reflects a sharp growth in sales to Japan by Japanese companies' Asian plants, built as a cheap bases from which to service domestic as well as emerging foreign markets.

Foreign companies in these sectors have also increased their share of the Japanese market, helped by a strong yen and a change in consumer tastes.

The deficit was a surprise to Tokyo economists, but the foreign exchange market was little moved and the dollar slipped slightly from Y106.3 at the start to Y105.36 in the evening.

Editorial Comment, Page 21

## Germany cautious over leap in industry production

By Peter Norman in Bonn

A big jump in manufacturing output helped German industrial production to a surprise recovery in January. But the Bonn economics ministry, which reported the figures yesterday, warned that they might have to be revised downwards.

After a run of gloomy economic data, the ministry announced that industrial production in January rose a provisional, seasonally adjusted 1.6 per cent compared with December, reflecting a 2.6 per cent gain in manufacturing output.

However, the ministry revised December's overall production figure to show a 1.1 per cent fall compared with November. It had earlier announced a 0.8 per cent rise.

This chopping and changing put the spotlight on the continuing disarray of Germany's key economic statistics shortly after the Bundesbank had sharply criticised their accuracy in its most recent monthly report.

Analysts hesitated to claim any turnaround in the German economy yesterday. "More information is necessary before it can be established whether the economy has really troughed," commented the Frankfurt office of Goldman Sachs, the US investment bank.

"We feel that the numbers must be highly distorted," added Mr Holger Fabrikant, Frankfurt-based economist with UBS, the Swiss investment bank.

January's 3.5 per cent drop in seasonally adjusted construction output caused little surprise in view of especially cold winter weather. But the ministry gave no explanation for the reported 10.2 per cent jump in investment goods production in the month or a 3.6 per cent rise in output of consumer durables. Both increases came at a time of falling business confidence and a sharp rise in unemployment.

On a two-monthly comparison, which the ministry regards as a more accurate guide to trends, there was no change in industrial production in December and January compared with October and November.

When recovery is not enough, Page 21

## Six countries urge Brussels to drop its EU growth plan

By Lionel Barber in Brussels

Six countries led by Britain, France and Austria yesterday urged the European Commission to shelve proposals to shift funds from the EU budget to support a new growth package.

Finance ministers in Brussels said the plan, though modest, would send the wrong signal to the public when budget discipline was needed to prepare for monetary union. But Mr Jacques Santer, the Commission president, intends to press ahead. A spokesman said he would raise the proposals at the EU summit in Turin on March 20, which will launch the intergovernmental conference on the future of the Union.

"The proposals are fully in line with repeated conclusions of EU summits. If the member states do not respond, it will be clear where responsibility lies," the spokesman said.

Mr Santer wants to reallocate

savings in this year's EU farm budget to support EU research and development. Latest calculations suggest at least Ecu700m (\$875m) - perhaps as much as Ecu1bn - could be left over from the farm budget this year.

He also wants to raise an extra Ecu1bn for trans-European road, rail and telecommunications networks. His proposals form part of a "package of confidence" to restore economic growth and encourage labour market reform.

The six countries that expressed reservations were Britain, France, Germany, the Netherlands, Austria and Sweden. The last two in particular have launched ambitious programmes of public spending cuts to reach the Maastricht treaty's public deficit target of 3 per cent of gross domestic product.

The Dutch are also sensitive about their position as the largest net contributor per head to the EU budget.

Brussels is determined to maintain the assault on public deficits, despite the economic slowdown. Last month, the Commission trimmed its growth forecast for 1996 to less than 2 per cent, although it predicted a rebound in the second half.

Mr Jean Arthuis, French finance minister, said monetary union would go ahead on schedule in 1999 even if there was no big turnaround in the European economy. But growth would pick up, he added.

Ministers also took note of a letter from the EU monetary committee - made up of national treasury officials from the member states - which called for a tightening of rules on budget discipline.

These rules are part of the "convergence process" whereby countries set out targets for improving their economic performance and are judged by their peers.

## C&W merger plan with BT

Continued from Page 1

C&W felt that its shareholders should receive a premium as a result of the takeover.

Because the deal was to be structured as a reverse takeover, C&W would have had to acquire BT at a discount. BT is thought to have concluded this would have been difficult to sell to its shareholders.

Lord Young of Graffham, who was asked to leave as chair-

man of Cable and Wireless at the end of last year, has accepted, as expected, about £2.4m in compensation. The bulk of the entitlement, about £2m, will come from the exercise of share options.

Lord Young and Mr James Ross, the former chief executive, were asked to leave after private disagreements over policy erupted into public and threatened the stability of the company. The two men have agreed broadly equivalent terms.

## UK government risks revolt

Continued from Page 1

court's procedure. Initial judgments would be made by the court "in chamber", with the possibility of appeal to the full court.

The UK also wants the principle established that, where the court finds a member country has failed to implement an EU obligation but has acted in good faith, no damages should be payable by that country.

On a series of technical institu-

tional reforms necessary for EU enlargement, the paper says it sees merit in proposals for joint or shared EU presidencies, for "streamlining" the number of commissioners and for giving large EU countries a greater number of votes in those decisions taken by qualified majority voting.

Around a dozen EU Conservative MPs have said they will find it difficult to vote with the government on the issue.

## THE LEX COLUMN

# Bated breath

The immediate threat of a global market crash may have receded, but it would be dangerous to view lower bond prices as a buying opportunity. The US jobs data which scared the market last week could still prove to be a portent of strong growth and rising inflation. That the markets do not yet believe this to be the case is illustrated by the unresponsiveness of the dollar. Some clarification will be provided by US February producer prices on Thursday and consumer prices on Friday. If these numbers suggest a return of inflationary pressures, US bond prices are likely to resume a downward course.

It will be difficult for European bond markets to buck the trend. The UK market is probably worst off, with less chance of further rate cuts, a stronger economy and mounting political uncertainty.

A German rate cut is now unlikely before the end of the month, if only because the Bundesbank does not like to act in volatile markets. Even then, it could be in a tricky position. Last week's slide has already caused the German yield curve to steepen, and any further US weakness would exacerbate this tendency. In this environment, it is not clear that a further German rate cut would help bring down long-term bond yields - the main concern for the Bundesbank because of their negative impact on German industry. The German market may outperform the US in the short term, but German bonds will look expensive once they start to yield substantially less than US treasuries.

At least for the time being, European monetary policy is likely to be set not by individual central banks or even by the Bundesbank but by the US market.

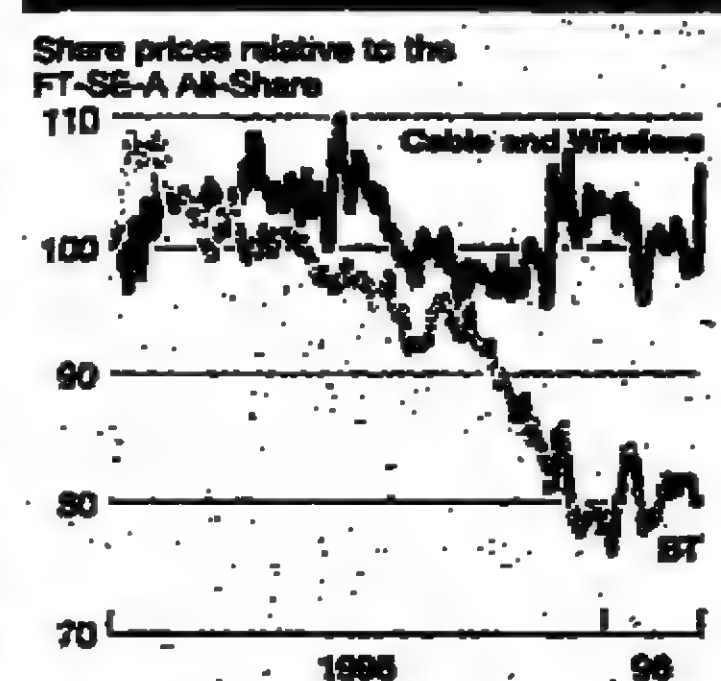
## C&W/BT

Cable and Wireless's proposed reverse takeover of BT was a triumph of financial engineering. The scheme was a neat way to avoid BT's having to make an offer for the 42.5 per cent of Hongkong Telecom which C&W does not own, so cutting the cost of the deal by at least £5bn. Of course, if such a mechanism could be employed in a merger with BT, it could just as easily be adopted by any other telecoms group acquiring C&W. And while the industrial logic of combining C&W with BT looks strong, similar synergies could be obtained by merging with AT&T or a US Baby Bell.

The difficulty - and what eventually sank the talks with BT - is how to make it stack up financially. C&W naturally expected a premium. But

FT-SE Index: 3674.5 (-35.8)

UK telecoms



Source: FT Index

because the deal was envisaged as a reverse takeover, that involved buying BT at a discount. BT's shareholders would have found that hard to swallow unless they had been sure the new company's shares would command a multiple nearer C&W's 17 times earnings than BT's 12 times earnings.

Paying out a bumper dividend would have helped. BT/C&W's combined balance sheet could, in fact, have afforded even more than the planned £2bn-£3bn. But there would still have been a worry the merged company would have been seen as BT writ large and so received BT's multi-ple. One way of overcoming the problem would be for C&W and BT to merge and then spin off BT's highly-regulated UK infrastructure business. What would be left would be a high-growth international business. If C&W can find a really top-notch chief executive, maybe its next bid for BT should be for real.

## Swiss financials

Hopes of another Swiss mega-merger are running high: yesterday the market hit on the idea that Swiss Bank Corporation and Zurich Insurance might get together. Investors should not get too excited. Although a merger would make some sense, it would not deliver the lavish benefits of Sandor's and Ciba's.

Selling insurance to banking customers - and vice versa - is certainly all the rage in Switzerland. CS Holdings has forged alliances with Winterthur and Swiss Re, while Union Bank of Switzerland plans to take a 25 per cent stake in Swiss Life. But SBC and Zurich already have an alliance, selling each other's products to their own customers. And turning that into a full merger would not unleash big cost

savings, because the overlap between the businesses is minimal. Real cost-cutting deals in this sector would involve banks merging with banks, or insurers with insurers - not one with the other.

That said, a deepening of the SBC/Zurich alliance - perhaps through joint ventures and cross-holdings, rather than a full merger - would be no bad thing. Zurich's reinsurance business would benefit from SBC's derivatives expertise. And pooling the asset management sides of the two businesses should yield some savings. Zurich would have most to gain by locking SBC in with a cross-holding, while preserving its freedom to pursue other distribution links with foreign banks. It would secure its much-needed access to the bank's retail network, without any need to own it.

## Speciality chemicals

Will the speciality chemicals sector follow pharmaceuticals with a raft of mergers? Ciba's chemicals arm, which is being floated off, is the favourite to join up with Clariant to form an SFRbn (\$6.6bn) group. And the US's largest speciality chemicals company, W.R. Grace, has just rebuffed an approach from smaller rival Hercules.

As in the drug industry, consolidation would reduce overcapacity and offer scope to cut costs. But deals on the scale of recent pharmaceutical mergers seem unlikely. Speciality chemicals companies are generally smaller and less financially robust. With more fragmented markets and lower research spending, there is less need for global scale. Indeed, small, focused companies like Hoechst and Allied Colloids are often the most successful. And many speciality chemicals businesses are buried within big, slow-moving commodity producers. Hoechst and Rhône-Poulenc are at least trying to remedy this problem through disposals. An additional barrier to rationalisation is the environmental cost of shutting old plants, particularly in sectors like agrochemicals.

That means consolidation is more likely to take the form of asset swaps than mergers or outright takeovers. When Du Pont and Imperial Chemical Industries swapped fibres operations in 1993, it was hailed as an industry model. In fact, such transactions have remained the exception. Instead, many companies have in effect "gridlocked" themselves by signing a plethora of marketing agreements and joint ventures - making consolidation harder rather than easier.

Additional Lex on UK results, Page 26

**FT WEATHER GUIDE**

**British Isles**  
A frontal system will produce cloud and outbreaks of rain across Scotland and England. Snow or sleet is possible on high ground, across East Anglia and in the south-east. In the wake of the frontal system, Ireland will turn dry and partly sunny in the afternoon. Maximum temperatures will vary between 6C-10C but eastern regions will stay colder. Southerly winds will be moderate to strong but will veer to the south-west and decrease over Ireland.

**Continent**  
An easterly flow to the south of a strong high pressure system sprawled across northern Europe will bring cold air to central and western parts of the continent. Most areas will remain unseasonably cold and central Europe will have light snow. Northern Portugal will have rain later. South-east Europe will be rather sunny and mild. Conditions in Italy will improve but Greece and the former Yugoslavia will have rain with snow and sleet over high ground.

**Five-day forecast**  
Most of the continent will remain dry with sunny spells and there will be a slight rise in temperatures. Conditions across Portugal and the western UK will continue unsettled owing to nearby frontal systems. The Mediterranean will have frequent showers or periods of rain associated with low pressure systems.

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**Lufthansa**

Destination	Class	Time	Temp	Wind	Cloud	Pressure	Humidity	Visibility	Remarks
Abu Dhabi	1st	20:00	29	10	1000	1010	60	10	Clear
Aden	1st	20:00	29	10	1000	1010	60	10	Clear
Algeria	1st	20:00	29	10	1000	1010	60	10	Clear
Amsterdam	1st	20:00	29	10	1000	1010	60	10	Clear
Antwerp	1st	20:00	29	10	1000	1010	60	10	Clear
Athens	1st	20:00	29	10	1000	1010	60	10	Clear
Bahia	1st	20:00	29	10	1000	1010	60	10	Clear
Bangkok	1st	20:00	29	10	1000	1010	60	10	Clear
Barcelona	1st	20:00	29	10	1000	1010	60	10	Clear
Bombay	1st	20:00	29	10	1000	1010	60	10	Clear
Brussels	1st	20:00	29	10	1000	1010	60	10	Clear
Budapest	1st	20:00	29	10	1000	1010	60	10	Clear
Cairo	1st	20:00	29	10	1000	1010	60	10	Clear
Cardiff	1st	20:00	29	10	1000	1010	60	10	Clear
Cebu	1st	20:00	29	10	1000	1010	60	10	Clear
Colombo	1st	20:00	29	10	1000	1010	60	10	Clear
Dakar	1st	20:00	29	10	1000	1010	60	10	Clear
Dallas	1st	20:00	29	10	1000	1010	60	10	Clear
Dhaka	1st	20:00	29	10	1000	1010	60	10	Clear
Dubai	1st	20:00	29	10	1000	1010	60	10	Clear
Dublin	1st	20:00	29	10	1000	1010	60	10	Clear
Edinburgh	1st	20:00	29	10	1000	1010	60	10	Clear
Geneva	1st	20:00	29	10	1000	1010	60	10	Clear
Hankow	1st	20:00	29	10	1000	1010	60	10	Clear
Hong Kong	1st	20:00	29	10	1000	1010	60	10	Clear
London	1st	20:00	29	10	1000	1010	60	10	Clear
Los Angeles	1st	20:00	29	10	1000	1010	60	10	Clear
Madras	1st	20:00	29	10	1000	1010	60	10	Clear
Manila	1st	20:00	29	10	1000	1010	60	10	Clear
Moscow	1st	20:00	29	10	1000	1010	60	10	Clear
Mumbai	1st	20:00	29	10	1000	1010	60	10	Clear
Nairobi	1st	20:00	29	10	1000	1010	60	10	Clear
Paris	1st	20:00	29	10	1000	1010	60	10	Clear
Perth	1st	20:00	29	10	1000	1010	60	10	Clear
Rangoon	1st	20:00	29	10	1000	1010	60	10	Clear
San Francisco	1st	20:00	29	10	1000	1010	60	10	Clear
Singapore	1st	20:00	29	10	1000	1010	60	10	Clear
Sydney	1st	20:00	29	10	1000	1010	60	10	Clear
Tokyo	1st	20:00	29	10	1000	1010	60	10	Clear
Yokohama	1st	20:00	29	10	1000	1010	60	10	Clear

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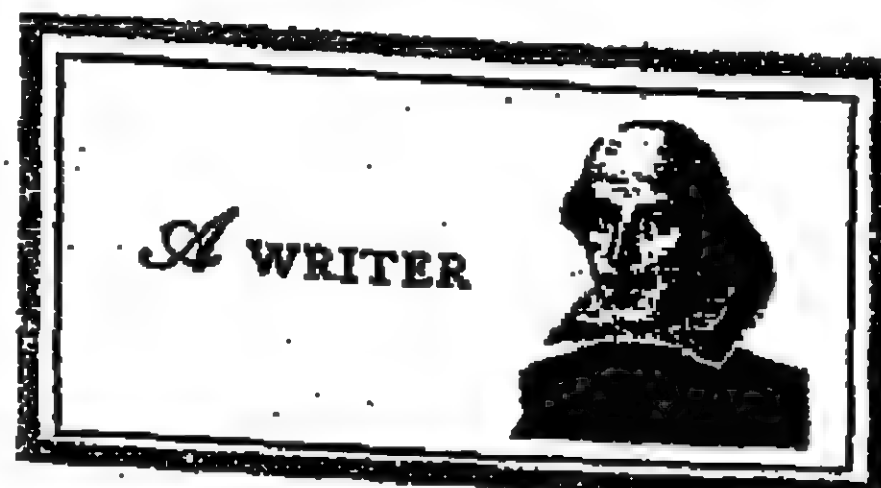
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# FINANCIAL TIMES COMPANIES & MARKETS

Tuesday March 12 1996

مكتبة الأصيل

The MALT

## IN BRIEF

### Cathay Pacific rise beats expectations

Cathay Pacific Airways, the Hong Kong based carrier controlled by Swire Pacific, has exceeded market expectations with net profits of HK\$2.98bn (US\$385.5m) for 1995, a 25 per cent increase on 1994. Page 27. Air NZ renews bid for Ansett stake, Page 27. Tsa moves closer to control of Philippine Airlines, Page 27.

**Croatian drug group sets issue price**  
The international equity issue for Pliva, the Croatian pharmaceuticals group, was priced at a range of \$4.150 to \$5.100 a share, valuing the company at between \$415m and \$510m. The deal is the first international equity offering by a Croatian company. Page 25

**Renault keeps faith with Mack**  
Contrary to expectations, Renault, the French vehicle maker, has stayed the course with its investment in Mack. If not a roaring success, the US truck maker is no longer a basket case. Buoyed by the recovery in the US truck market, it increased sales 7.4 per cent last year. Page 26

**Laporte plans to cut 300 jobs**  
Laporte, the UK speciality chemicals company, is to cut its head office staff by 40 per cent as part of a restructuring programme intended to add more than £10m (\$16.3m) a year to profits from 1997. Mr Jim Leng, announcing his first results as chief executive, said the group would make about 300 employees redundant in 1996, of which 80 would be from the group's head office. Page 28

**Pilot shuts Indonesian mine**  
The Grasberg mine in Irian Jaya, Indonesia, one of the world's biggest copper and gold producers, was temporarily closed after civil disturbances broke out in the nearby town of Tembagapura, whose 10,000 people are mostly employed by the mine. Page 29

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#### Chief price changes yesterday

FRANKFURT (DM)		LONDON (pence)		NEW YORK (cents)	
Alcatel	270.1	BP	11.5	Alcatel	270.1
Amst	480.8	BP	11.5	Amst	480.8
Deutsche	235.5	BP	11.5	Deutsche	235.5
Heidelberg	274.75	BP	11.5	Heidelberg	274.75
Linde	85.5	BP	11.5	Linde	85.5
Thyssen	271.75	BP	11.5	Thyssen	271.75
AMSTERDAM (gld)		LONDON (pence)		NEW YORK (cents)	
Amst	129.4	BP	11.5	Amst	129.4
Deutsche	426.4	BP	11.5	Deutsche	426.4
Heidelberg	274.75	BP	11.5	Heidelberg	274.75
Linde	85.5	BP	11.5	Linde	85.5
Thyssen	271.75	BP	11.5	Thyssen	271.75
PARIS (franc)		LONDON (pence)		NEW YORK (cents)	
Alcatel	270.1	BP	11.5	Alcatel	270.1
Amst	480.8	BP	11.5	Amst	480.8
Deutsche	235.5	BP	11.5	Deutsche	235.5
Heidelberg	274.75	BP	11.5	Heidelberg	274.75
Linde	85.5	BP	11.5	Linde	85.5
Thyssen	271.75	BP	11.5	Thyssen	271.75

## Alcatel joins Sharp in mobile phone initiative

By Andrew Jack in Paris

Alcatel Telecom, part of Alcatel Alsthom, the French engineering and telecoms group, and Sharp, the Japanese electronics group, yesterday announced a partnership for the development of the next generation of portable telephones.

The alliance, which is the first wide-ranging tie-up between the two companies, will bring together Sharp's experience in personal information tools and

Alcatel's skills in digital mobile communications.

The two groups aim to launch a range of "personal mobile communications" by the middle of next year. The devices will combine a cellular telephone and a personal organiser within a single unit.

In the second half of this year Sharp will begin to distribute GSM (global system for mobile) units manufactured by Alcatel. These will include two telephones unveiled by the company

this week, the HC 900 and HC 1000, which feature "one-touch" keys and longer battery life.

Next year, the two groups plan to launch mobile communications combining functions such as personal portable faxing, banking information and time management software. Alcatel will provide the telecoms skills and Sharp the liquid crystal display and personal information technology. The two groups are also discussing long term co-operation to develop a range of other elec-

tronic devices and components, including interactive multimedia equipment.

Sharp is a leading manufacturer of personal electronic notebooks that can store information for use on the move and send faxes with the aid of a modem. One of its products, the Zaurus, has sold 800,000 units in Japan since its launch in October 1993 and 100,000 in the rest of the world.

The alliance with Alcatel could help Sharp strengthen its position in Europe. A German version of the Zaurus was launched last August, and an Italian version in October. Sharp is keen to boost its presence in the European digital cellular telephone market, where it has sold 150,000 cellular phones based on the GSM standard. It has also sold a small number of cordless phones in Germany and the UK.

Alcatel also yesterday announced its projections for growth in the market over the next few years. It predicts there will be nearly 100m subscribers to GSM phones by 2000, compared with about 5m in 1994. Some 55m will be in Europe and more than 30m in Asia.

By 1998, Alcatel believes half of all such phones will be used in the consumer sector rather than by businesses. About 10 per cent of users will be high earners, 5 per cent blue collar workers, 30 per cent corporate staff and 15 per cent business executives. The remaining 40 per cent will be sold in the mass market.

## Raymond Snoddy on the birth of the BSkyB, Bertelsmann and Canal Plus alliance

### The making of a digital deal



Meeting of the top minds: (from left) Pierre Dauterle of Canal Plus; Rupert Murdoch of News Corp; Michael Dornemann of Bertelsmann Music Group; Pierre Dauterle, chairman of Havas; Sam Chisholm of BSkyB; and Rolf Schmidt-Holt, president of TV Film Europe, UFA

The new BSkyB, Bertelsmann and Canal Plus alliance is planning more than 100 channels of digital satellite TV in Germany this autumn.

The alliance, which is expected to devote about \$300m (\$460m) to the venture, believes it is essential to launch a large number of channels swiftly to signal digital television's arrival. The likely plan involves the launch of 20 to 30 distinct channels. Remaining capacity would be used for pay-per-view sport, and services akin to video on demand - devoting a large number of channels to a few top films with staggered starts.

After Germany, the main target is expected to be Italy, where cable and satellite television is in its infancy and the partners have no complicating relationships.

The alliance recognises partners will honour previous commitments and it is very unlikely it will try to compete in the UK, where BSkyB is the dominant satellite broadcaster, or France, where Canal Plus is the leading pay-TV company.

Less than a week after last Wednesday's announcements in the UK, France and Germany, executives from all three organisations are planning the launch. An unresolved issue is how close the links with Kirch of Germany will be in the partners' digital satellite plans. Canal Plus and Bertelsmann have stakes with Kirch in Premiere, the German pay-TV service, and BSkyB plans to buy 25 per cent of Premiere for about \$270m (£175m), subject to Kirch's approval.

BSkyB executives play down the impact of last week's row, when the UK company pressed details of the plan to buy 25 per cent of Premiere but then had to

release a second statement making clear that the deal required the approval of all Premiere's shareholders, including Kirch. BSkyB was legally required to release the details because it is quoted in London and New York. They say Mr Rupert Murdoch, chairman of News Corporation, the main shareholder of BSkyB, called his partners the next day to explain the legal requirement.

The origins of the deal which could shape the media map of Europe go back to July 1993 when Mr Murdoch bought control of Star TV, the Hong Kong-based satellite group. The deal impressed Mr Michael Dornemann, then Bertelsmann's TV strategy head, who was worried over its loss-making German channel, Vox.

After attempts by Goldman

Sachs to sell Vox came to nothing, Mr John Thornton of Goldman brought together Mr Murdoch and Bertelsmann. The News Corp chairman took a 49.9 per cent stake in Vox in return for trying to turn it around. Canal Plus soon joined the shareholders in Vox and it is now believed to have broken even. But although the three groups got on well, the relationship had not led further.

At a lunch in Munich on January 25 Mr Thornton speculated with Mr Dornemann, now chairman of Bertelsmann Music Group, about the future. Mr Dornemann said any deal should respect existing relationships: Bertelsmann's and Canal Plus's 37.5 per cent stake each in Premiere; his friendship with Mr Pierre Dauterle, Canal Plus chairman; and the stake in RTL, the German channel, with CLT, the

Luxembourg-based broadcaster.

Mr Dornemann proposed an alliance between Bertelsmann and Murdoch to launch digital satellite TV in Germany. Mr Thornton took the idea to Murdoch, who was intrigued.

On February 13, Mr Murdoch, Mr Dornemann and Mr Sam Chisholm, chief of BSkyB, met at BSkyB's headquarters. Mr Dornemann insisted Bertelsmann wanted to use the Seca decoder being developed by a German grouping, BSkyB agreed.

The advantages the potential partners could bring to the deal included BSkyB's digital channel capacity, Fox programming from the US and Bertelsmann's pay-TV football rights in Germany, held through its company UFA. The outline deal was thrashed out in Mr Murdoch's New York office on February 28

and confirmed at a lunch at London's Ritz Hotel on March 2, attended by Mr Murdoch, Mr Dornemann and Bertelsmann executives. Mr Dauterle of Canal Plus became involved in a meeting at BSkyB last Monday. He had probably been kept in touch with the talks and was ready to move quickly when invited to join the consortium, in which BSkyB, Bertelsmann and Canal Plus each have 30 per cent, and Havas, the French media group, took the remaining 10 per cent.

Whether there will be two "platforms" for pay-TV in Germany or one, and precisely what can be shown will depend on what accommodation can be reached with Mr Leo Kirch, who holds a big proportion of film rights for the German market. Editorial Comment, Page 23; Fight to the finish, Page 31

## Dutch to complete DSM sell-off

By Ronald van de Krol in Amsterdam

The Dutch government is to complete its phased privatisation of DSM, the Netherlands' second-largest chemicals company, by selling off its remaining 11 per cent stake in the group later this month. The 3.97m shares would be worth F1604.6m (\$364.2m) at yesterday's share price.

In line with the rest of the Amsterdam stock market, DSM's shares fell yesterday following Wall Street's decline on Friday. However, they have risen strongly since February 21 when the government announced a separate plan to sell 7.44m shares, or 20 per cent of the company's share capital.

At the time, the government said the remaining 11 per cent holding would be sold "in due course". This was widely interpreted to mean later in 1996: the decision to divest the state's last DSM shares came as a surprise.

The latest transaction differs fundamentally from the one announced in February because the earlier sale called for the conversion of 7.44m DSM ordinary shares held by the state into cumulative preference shares. The cum-prefs will be placed with four to five large Dutch institutional investors.

The February move boosted DSM's shares because it held out the prospect of a reduction in the number of ordinary shares outstanding, leading to predictions of higher earnings per share for ordinary shareholders.

ABN Amro Hoare Govett, lead manager of both transactions, said in a research report: "The conversion into cumulative preference shares will lead to a substantial increase in earnings per share and a lower cost of capital." Holders of the cum-prefs will receive a dividend linked to Dutch long-term interest rates.

The 11 per cent stake will be sold to retail and institutional investors, who will receive dividends paid out of DSM's profits. Book-building began yesterday and is due to run until Friday, but ABN Amro and the Dutch state said they reserved the right to close the offer earlier. The share price will be fixed "as quickly as possible" after book-building is completed.

In 1980, the state sold a combined 60 per cent stake in DSM through two public offerings. The two DSM tranches set records for the Amsterdam Stock Exchange, which were broken in 1994 when the state began its phased sale of shares in Koninklijke PTT Nederland (KPN), the country's telecommunications and postal company.

The government's holding in DSM is a legacy of the group's origins as the state coal mining company. When the country's coal industry was closed in the 1960s following the discovery of natural gas in the province of Groningen, DSM became active in plastics, bulk chemicals and specialty chemicals. Lex, Page 22

## Daewoo closes in on Lotus purchase

By John Burton in Seoul and John Griffiths in London

Daewoo, the South Korean industrial group, is understood to have signed a letter of intent to purchase all or part of Lotus, the British sports car manufacturer and engineering concern.

It is believed Daewoo signed the letter of intent in mid-February and that an official announcement has been delayed by disagreements over terms in the final contract.

Daewoo yesterday would neither confirm nor deny it was negotiating with Lotus, although it said it had made initial contacts. "We have carried out a feasibility study for a possible takeover or stake in Lotus, as many other carmakers probably have done since its parent company went bankrupt," it said.

Daewoo was referring to Bugatti Automobili of Italy, the "supercar" company set up in the early 1990s by Italian entrepreneur Mr Romano Artoli, who also bought Lotus from General Motors two years ago. Bugatti Automobili was declared insolvent last year.

However there remains some



Elise: the latest from Lotus

confusion over the precise ownership of Lotus. Following the bankruptcy declaration Mr Artoli's lawyers appear to have sought to ensure Lotus's separation from Bugatti and a Luxembourg-based holding company which was also believed to control Lotus.

Lotus, which employs 1,000 in the UK and which says net earnings rose to \$5.8m (\$3.9m) last year from \$3.6m, insisted that it had no knowledge of any agreement with Daewoo, although it has acknowledged talks have been going on with potential investors. Mr Artoli was unavailable for comment.

There have reports from Austria that Daewoo might be considering withdrawing from negotiations with Steyr-Daimler-Puch, the struggling engineering and weapons group with whom it has signed a letter of intent to take a 65 per cent stake.

However, Lotus is now considered a more attractive takeover candidate for Daewoo because of its advanced engineering business, which accounts for an estimated 60 per cent of its turnover.

Daewoo said the talks with Steyr were continuing. A request by Mr Kim Woo-chong, Daewoo chairman, that these talks be extended to the end of March has led to speculation that Daewoo might be waiting to determine whether it can conclude a deal with Lotus by then.

Daewoo's interest in both Lotus and Steyr reflects its need to acquire automotive technology and components as it prepares to develop new models of cars and trucks to be manufactured at recently acquired plants in eastern Europe. Daewoo's range of vehicles is largely based on outmoded technology acquired from General Motors, its former joint venture partner, in the 1980s.

## Lafarge rises 6% despite slowdown in main markets

By Andrew Jack in Paris

Lafarge, the French construction materials group, yesterday reported net income for 1995 up 6 per cent to FF23.36bn (\$462m), in spite of a slowdown in business from its more developed markets.

Sales rose 1 per cent to FF33.2bn, reflecting a 5 per cent increase at constant exchange rates, of which 3 percentage points came from acquisitions.

Lafarge said there was a slowdown in the US and Germany, and a number of markets were in decline, including France, Canada and Austria, particularly during the second half of the year.

The group said these problems were offset by growth in developing countries, prices which held firm, and rising demand in Europe for gypsum and some specialty materials.

It also reported exceptional items of FF397m, compared with FF296m in 1994, reflecting the disposal of National Gypsum of the US and Lorins in Austria, as well as provisions, notably within its French and Austrian operations.

Lafarge said the outlook for

1996 looked more positive, with growth in western Europe expected during the second half, strong business in the US, recovery in Canada and maintained growth in the developing world markets.

Cement, of which Lafarge is the world's second largest producer, made up 45 per cent of sales, with a further 27 per cent from concrete and aggregates, 17 per cent from specialty materials and 10 per cent from gypsum.

Operating income for cement grew 3 per cent to FF3.4bn, gypsum by 7 per cent to FF3.24bn and specialty materials 6 per cent to FF3.11m.

However, concrete and aggregates fell 35 per cent to FF1.62m. France accounted for 36 per cent of sales, with 28 per cent from other European countries, 29 per cent from North America, 7 per cent from Asia Pacific and Africa, and 6 per cent from Latin America and the Caribbean.

Net debt rose to FF2.9bn last year compared with FF2.2bn, but net interest expenses fell from FF645m to FF652m.

The number of employees rose to 34,750, up from 33,233 in 1994. The directors recommended a dividend of FF10, up 10 per cent.

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## INTERNATIONAL COMPANIES AND FINANCE

## EUROPEAN NEWS DIGEST

## BolsWessanen falls in line with forecast

BolsWessanen, the Dutch food and beverages group, said net profits before extraordinary items fell 20.2 per cent to FF120.9m (\$122.1m) in 1995, in line with a forecast made in July. The dividend is to be left unchanged at FF1.28 a share.

The decline was the result of a combination of factors, including higher interest charges, the guilders' strength and the absence of earnings from the sales of trademark rights. Operating results were also hurt by lower cheese sales in Italy and the cost of launching the group's new cheese brand Landana in Germany and the Netherlands. In the US, faltering sales of frozen yoghurt caused a drop in operating profit in the dairy sector.

Overall, group operating profit fell 12.5 per cent to FF288.6m. Turnover fell from FF4.94bn to FF4.63bn but would have risen marginally to FF4.96bn if foreign exchange rates had been changed.

Ronald van de Krol, Amsterdam

## Navigation stake 'not for sale'

Consortium de Réalisation, the holding vehicle for assets being sold off by Crédit Lyonnais, the French state-owned bank, said yesterday it did not plan to sell its stake in Navigation Mixte, the holding company. The decision will complicate the takeover bid launched by Navigation Mixte this month by Paribas, the French financial institution, which has increased its stake from 30 per cent to more than 50 per cent and launched a bid for the remaining shares at FF800 each.

Mr Michel Rouger, head of the Consortium, told Agence France Presse last night he would not sell the shares to Paribas because he said, as a general rule, CDR would "not sell its assets at whatever price, anyhow and at any moment". Mr Rouger is responsible for a 15 per cent stake in Navigation Mixte originally acquired by Crédit Lyonnais. If he continues in his stance, it will be harder for Paribas to take control of the group and restructure it or to sell off its assets.

Andrew Jack, Paris

## Hungarian hotel tenders invited

Sheraton, Holiday Inn, Forte and Intercontinental are among the international hotel chains that have been invited to tender for a 96 per cent stake in the Budapest Forum, one of the last top-class state-owned Hungarian hotels to come up for privatisation.

APV, the state privatisation agency, said yesterday it had invited 15 hotel groups and financial investors including CS First Boston, J.P. Morgan and Schroders to enter bids by late April. Financial investors may only bid as part of consortia with strategic partners.

The Forum, which is managed by Intercontinental, was formerly the flagship hotel in the Hungarofotel chain which came close to privatisation last year. The hotel, on the banks of the River Danube, was subsequently hired off in the belief it would fetch more if sold separately. It had a 60 per cent occupancy rate last year and made a pre-tax profit of FF700m-FF800m (\$4.9m-\$5.6m) on revenues of about FF2.1bn, APV said.

Virginia Marsh, Budapest

## Henkel makes offers in India

Henkel, the German consumer goods and chemicals company, has made an offer to buy out two companies controlled by Shaw Wallace - Calcutta Chemical Company and Detergents India. Shaw Wallace, controlled by the Dubai-based Jumbo group, is India's second largest liquor manufacturer. It also makes and markets consumer products, through Calcutta Chemicals and Detergents India.

Standard Chartered Bank, manager of the sale offer, said Henkel made its offer through its Indian associate SPIC Fine Chemicals. It said SPIC Fine proposed "to acquire 649,224 equity shares of Rs10 each, representing about 81.15 per cent of the voting capital of Calcutta Chemical".

Beuter, New Delhi

## Swiss Re eyes Asian markets

Swiss Re, the world's second biggest reinsurer, said yesterday it would invest heavily to increase its presence in Asia's booming insurance markets.

Mr Hermann Hefti, head of the Zurich-based group's Asia-Pacific department, said it aimed to derive 25 per cent of its gross premium income from Asia by 2000, compared with 10.4 per cent in 1994. Swiss Re had total assets of \$72.5bn (\$85.3bn) at the end of 1994. Mr Hefti said the company could not afford to miss out on the dynamism of Asia, whose reinsurance industry, excluding Japan, is expected to grow at 8.5 per cent a year until 2005, against a world average of 3.4 per cent.

Reuter, Singapore

## Playing the nationalist card

Fears that De Benedetti's controlling stake in Valeo could be sold to a foreign buyer have prompted French carmakers to close ranks

Valeo, the French automotive components group, now seems to be "in play". Rumours that Mr Carlo De Benedetti wants, or needs, to sell his controlling 27.7 per cent stake - held by Cerus, his French holding company - to finance other interests are being taken seriously.

The Italian industrialist last week denied that he had made any decision to sell his Valeo shares, but confirmed he had asked his bankers to carry out a strategic review of his assets.

The fear that Mr De Benedetti has a Valeo sale in mind led Renault and Peugeot to put on a rare show of unity at last week's Geneva Motor Show. They warned that if Valeo

were to fall into the hands of a rival car manufacturer or of a foreign component supplier, they might take their business elsewhere.

In characteristically blunt fashion, Mr Jacques Calvet, the Peugeot president, said: "I will do everything to ensure that Valeo stays French," and warned if he did not like who ever might buy the Cerus stake. "I would progressively halt my purchases from Valeo".

Mr Louis Schweitzer, the Renault president, issued the same warning in more veiled language. Their two groups still account for 30 per cent of Valeo's sales - more if spare parts are included.

The dilemma for Valeo is that if Mr De Benedetti were to put his shares, currently worth about FF6bn (\$1.2bn), on the stock market or sell them to institutional investors, the group would preserve its prized independence from car manufacturers or other component makers. But Mr De Benedetti is likely to want to get the premium that only those directly involved in the industry are probably ready to pay.

The prospect of a large chunk of Valeo coming up for sale represents a once-in-a-lifetime opportunity, particularly for non-European companies, to get a substantial slice of a European market.

Valeo has come a long way since 1986 when Mr De Benedetti bought into the group - which was then losing FF400m a year. He installed Mr Noel Goutard as its chairman and chief executive at the start of 1987. Sales have since increased from FF10bn to FF225bn last year, when Valeo recorded a FF1bn net profit.

Tenth in the world in 1994, Valeo has become the world leader in chutes and engine cooling systems, and European leader in car lights and signalling, air conditioning and locking systems.

Refusing to comment on the possibility of a Cerus sale, Mr Goutard has only praise for Mr De Benedetti's past role. "He has been a determined shareholder, and thanks to the stability of his shareholding, Valeo has been able to pursue its international and technological strategy." Last year the French group made 63 per cent of its sales abroad, and over the past decade it has raised industrial investment and R&D

spending by 400 and 300 per cent, respectively.

But in an interview this week, Mr Goutard said the fears of Mr Calvet and Mr Schweitzer were natural because "the strength of a car manufacturer is in large part determined by his pool of suppliers", who provide in value terms 60 to 75 per cent of what goes into vehicles.

Some of Valeo's other European clients have expressed the same worry about the possibility of a component maker, linked to another car manufacturer, taking a significant stake in Valeo.

US component companies, including Rockwell, Allied Signal and TRW, as well as Delphi Automotive Systems (owned by General Motors), have been moving into the European market.

These companies are carrying out "the restructuring in Europe that is taking place among the component makers", Mr Goutard said. To some extent, the Valeo president added, European carmakers have wished this development upon themselves, because they want a smaller number of bigger suppliers to provide them with complete systems or sub-systems. But they also have "a worry about being dependent on suppliers whose centres of decision lie outside Europe".

Valeo has played its part in this restructuring, spending between FF200m and FF300m a year on acquisitions, and Mr Goutard evidently wants to continue this role as an independent. Valeo claims its credibility lies in its independence, giving its clients confidence that the confidentiality of their projects, which can take four



Carlo De Benedetti: united Peugeot and Renault in fear of a sale.

or five years to develop, will be respected.

Clearly, a sale to a company like Delphi would be the least acceptable to Valeo's two main French clients, who would have more power than the Valeo management itself to shape the outcome.

There is a measure of bluff in the Renault-Peugeot threat to switch purchasing, which could not be done totally or quickly. But the two French companies are in a position to influence the choice of any buyer for the Cerus shares.

In theory, Renault and Peugeot could provide their own "French solution" by splitting

the Cerus stake themselves. Renault, however, last week said it did not have the spare money to contemplate buying even 14 per cent of Valeo, or half the Cerus stake.

Nor does the French government, which still owns 54 per cent of Renault, appear moved to play any nationalist card over Valeo. As for Peugeot, it already has its own component-making subsidiary, ECIA, and buying into Valeo would provoke a conflict of interest that even Mr Calvet might find difficult to resolve.

But one Paris analyst suggested the French car companies might still work behind the scenes to encourage smaller French and European component-makers, like Sagem in France or Lucas in the UK, to mount some joint purchase. At all events, it seems likely that the warning shot of Renault and Peugeot will not be their last in the gathering battle over Valeo.

David Buchan

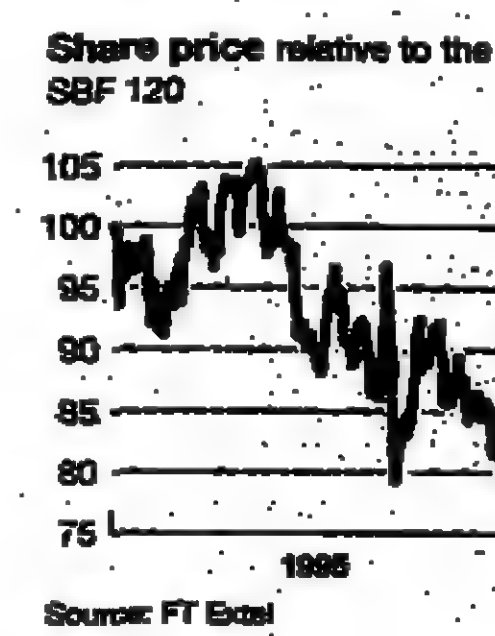
## COMPANY PROFILE

## Valeo

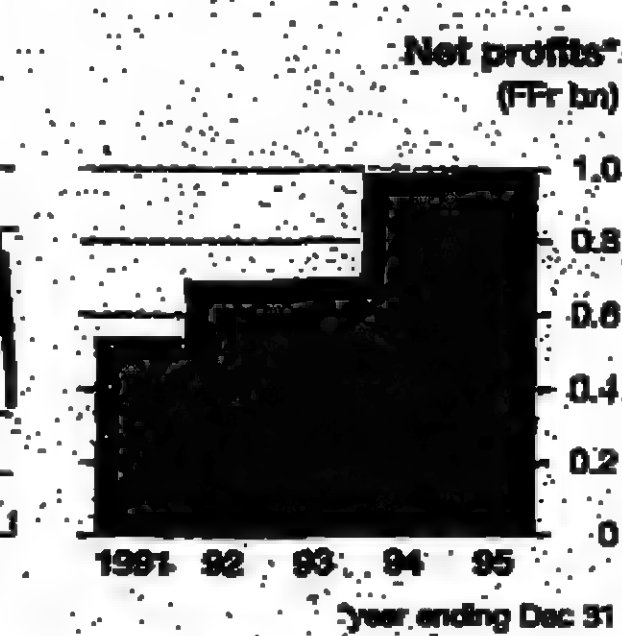


Noel Goutard  
Chairman and CEO

Market capitalisation	\$3.41bn
Main listing	Paris
Historic P/E	17.16
Gross yield	1.6%
Earnings per share	FF13.6



Source: FT Index



Year ending Dec 31

## Millicom tumbles to losses of \$29.9m at full-year stage

By Alan Cane

Millicom International Cellular, a Luxembourg-based cellular phone operator, saw losses of \$10.4m at the halfway stage in 1995 rise to \$29.9m for the full year.

The loss per share was \$0.83 compared with earnings of \$0.23 last year when the disposal of an investment

raised \$36.1m. Excluding post-tax gains, net losses widened from \$15.7m in 1994 to \$31.6m in 1995.

Revenues, however, were 61 per cent ahead at \$131.38m compared with \$81.37m in 1994. Cellular operating profits before depreciation and amortisation rose 63 per cent to \$39.27m compared with \$24.1m because of improved contributions from the com-

pany's Latin American operations.

The company's continuing losses are chiefly the result of heavy investment to meet demand for cellular services, especially in Asia and Latin America.

The company noted: "The increased loss reflects the significant investment undertaken in network development worldwide and the correspond-

ing increase in interest expense. The number of subscribers worldwide rose 111 per cent to 251,277; net new subscribers in the last quarter of 1995 were a record 43,470. The three largest contributors to the cellular operating profit were operations in Paraguay, Guatemala and El Salvador.

● Belgian Kredietbank is poised to reveal plans for its units HSA and

Spaarkrediet, the bank said yesterday. Renter reports from Brussels. It declined to comment on a report in Belgian newspaper *Gazet van Antwerpen* that it plans to merge the two regional savings banks.

In the last 18 months, Kredietbank has raised its stake in HSA to almost 100 per cent from 75 per cent, and acquired Spaarkrediet.

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This announcement appears as a matter of record only.

January 1996



BARCLAYS

FF 900,000,000

Barclays Bank PLC (France) has sold a portfolio of 200 real estate loan receivables to an investment consortium comprising:

Lehman Brothers Cargill Financial Markets Plc  
LaSalle Partners

The undersigned initiated this transaction and acted as exclusive financial advisor to Barclays Bank PLC (France) in structuring the first portfolio sale of real estate loan receivables in France.

Bankers Trust Company

Regulated by the SFA

This announcement appears as a matter of record only.

February 1996



FF 745,000,000

CréditSuez, the real estate holding company of Groupe Suez, has sold a portfolio of real estate and performing and non-performing real estate loans to

W.S.V. France S.A.  
a consortium comprising:  
Whitehall V-S Real Estate Limited Partnership  
Shaftesbury International Holdings S.A.  
Vines Management Limited

The undersigned initiated this transaction and acted as exclusive financial advisor to CréditSuez.

Bankers Trust Company

Regulated by the SFA

## NOTICE IS HEREBY GIVEN OF THE ANNUAL GENERAL MEETING

to be held at the office of Julius Baer Bank and Trust Company Ltd, Kirk House, Grand Cayman, Cayman Islands, on the 1st day of April, 1996 at 10 a.m.

## AGENDA

1. To receive and consider, if thought fit, the accounts presented by the Directors for the year ended 31st December, 1995 and the reports of the Directors and Auditors.
2. To ratify the acts of Directors.
3. To approve the appointment of Price Waterhouse as Auditors and authorize the Directors to fix the Auditors' remuneration.

## By order of the Board

LIQUIBAER Julius Baer U.S. Dollar Fund Limited, P.O. Box 1100, Grand Cayman, Cayman Islands.

A shareholder holding registered shares is entitled to attend, vote and appoint one or more proxies to attend and vote instead of him. A proxy need not be a shareholder of the company.

A shareholder holding bearer shares is entitled to attend and vote. Exercise of these rights in respect of bearer shares will be recognized only on presentation at the Meeting of the bearer certificate or satisfactory evidence of the holding.

Such evidence may be obtained by depositing the certificate with the Agent listed below against written receipt, which must be produced at the Meeting. Copies of the Annual Report including Audited Accounts are available for inspection and may be obtained at the registered office of the Company and from the Agent listed below.

There are no service contracts in existence between the Company and any of its Officers and no such proposed. Participating shares are listed on the London Stock Exchange and particulars of the Company are available in the External Statistical Service.

12th March, 1996

SECRETAIRY AND REGISTRAR:  
Julius Baer Bank and Trust Comp. Ltd, Kirk House, P.O. Box 1100, Grand Cayman, Cayman Islands

AGENT:  
Bank Julius Baer & Co. Ltd, Borel Marks House, Borel Marks, London EC3A 7NE, U.K.  
Regulated by the SFA

## LIQUIBAER

JULIUS BAER U.S. DOLLAR FUND LIMITED GRAND CAYMAN

A company incorporated in the Cayman Islands with limited liability

## DOMUS MORTGAGE FINANCE NO 1 plc

£100,000,000

Mortgage Backed Floating Rate Notes due 2014

In accordance with the conditions of the Notes, notice is hereby given, that for the three month period 8 March 1996 to 10 June 1996 the Notes will carry a rate of interest of 6.475 per cent per annum with a coupon amount of \$1662.88.

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## Fight to the finish in German digital television

Kirch's lead over Bertelsmann in the race to the marketplace may be short-lived, writes Judy Dempsey

Kirch and Bertelsmann, Germany's two largest media groups, last week ended months of speculation when they said they would compete against each other to develop digital television. Both will offer the consumer separate "d-boxes", the set-top box for decoding signals that allows the viewer access to a wide variety of pay-per-view services, from entertainment and home banking to on-line facilities and video-on-demand.

The race into the marketplace has started.

The Munich-based Kirch may have a head start on its northern rivals, but this is no guarantee of first place. Much will depend on the kind of challenge posed to Kirch's dominance in providing content by the alliance formed last week between Mr Rupert Murdoch's News Corporation, Bertelsmann, led by chief executive Mr Mark Wössner, and Canal Plus, the French commercial television network.

Much will also depend on what happens to Premiere, Germany's only pay-TV network, which is jointly owned by Bertelsmann, Kirch and Canal Plus. Its 1m subscribers would make a welcome bonus for whoever managed to be the first to launch

digital television in Germany. Despite these unresolved issues, Kirch's technical division, BetaTechnik, is putting the finishing touches to its d-box, intending to start trials in the spring and launch digital television on September 1.

The distribution and marketing strategy is already in place. BetaTechnik will supply the d-box to Vebacom, the telecommunications division of Veba, the German industrial conglomerate, and the Metro Group, one of the country's largest retailers.

Last week, Vebacom and Metro agreed to form a joint venture company to provide all the services needed by audiences receiving digital television programmes. These include the process of billing, collection and subscription management and the sale of d-boxes.

The new company is a coup for Kirch: Vebacom had earlier agreed in principle to join the Multi-Media Betriebsgesellschaft (MMBG), the rival digital television consortium headed by Bertelsmann and Deutsche Telekom.

But Vebacom says it switched sides because "MMBG was progressing too slowly compared with Kirch. It was like a debating club. The technical end of things had not been set up." Another reason



Head to head: the groups led by Mark Wössner (left) and Leo Kirch face a tug-of-war over Premiere

for Vebacom's break with MMBG was that it wanted the chance to carve out a bigger share in the telecoms and television market when Deutsche Telekom is privatised.

Having Metro on board is also a big advantage for Kirch. It has deep pockets. Mr Otto Beisheim, the founder of Metro, which last year had sales of DM74.5bn (\$50.2bn), is a personal friend of Mr Leo Kirch. With a vast network, and variety, of retail outlets throughout Germany, Metro is well placed to distribute the d-box. And with Vebacom, it

will be able to provide the consumer with packages ranging from personal computers and modems to mobile telephones.

"With this joint venture, you see a kind of convergence taking place between telecommunications, retailing and the content providers," says Mr Gottfried Zmuck, a senior Kirch manager.

Kirch, which has one of Europe's largest film libraries, will be the main content provider, but Vebacom insists the new company's services will be avail-

able to all content providers. "It is guaranteed by the company's shareholding structure. It is independent of content providers," says Vebacom.

Kirch officials are just as insistent - despite claims to be contrary by MMBG - that the BetaTechnik d-box will not be limited to one single conditional access system.

"It will be an open system," explains Vebacom. "The decoder will be able to work with various conditional access systems via an interface giving the viewer the chance to choose freely from a wide vari-

ety of programmes and news services, and the d-box will be distributed via satellite and cable."

MMBG, meanwhile, is shrugging off Vebacom's "defection". "We are ready to launch our system in the autumn," says Mr Nikolaus Formanek, spokesman for Ufa, the film and television division of Bertelsmann. MMBG will use a decoding box developed by Seca, the French-based technical company jointly owned by Bertelsmann and Canal Plus.

Whichever group wins the race to launch digital TV, the key to its success will rest with Premiere.

So far, Premiere remains a tug of war between Bertelsmann and Kirch because of the conflict of interests in the channel's shareholding structure. Meanwhile, News Corporation still has its eye on a stake in Premiere as part of its own plans to launch its Europe-wide digital TV network.

"Everything is up for grabs," says one analyst. "Kirch and Bertelsmann will fight it out to the end to win market share, to control Premiere and to be the best in providing content. It will be a bitter contest. The market may not allow both to survive. It may force them to unite."

## Croatian drugs group sets price for equity issue

By Gavin Gray in Zagreb

The international equity issue for Pliva, the Croatian pharmaceuticals group, was priced yesterday at a range of K4,150 to K5,100 a share, valuing the company at between \$415m and \$510m.

The deal, the first international equity offering by a Croatian company, opens today in London with the launch of a roadshow for Europe and the US. The domestic offering will open next week.

Global co-ordinators for the sale are Union Bank of Switzerland - its first big east European corporate finance transaction - and Zagrebacka Bank, a Croatian bank.

Half the stock will be sold internationally in the form of Global Depository Receipts, with 50 GDRs representing one share. At current exchange rates, the GDRs will be priced at the equivalent of \$15.22 to \$18.70. Final pricing will be set on March 28.

Pliva is best-known for its discovery of the antibiotic azithromycin, which it licensed to US group Pfizer in 1986 for sale in the US and western

Europe, where it is known as Zithromax. Pliva uses the name Sunamed for sales in eastern Europe and the former Soviet Union. Worldwide sales of the drug nearly doubled last year, to \$400m.

UBS is sponsoring an application by Pliva for a primary share listing on the London Stock Exchange, which would be the first by an industrial company from eastern Europe.

Pliva will also list its GDRs in London and seek a quotation on the Zagreb stock exchange. The shares are expected to start trading by April 11.

The offering will raise between K622m and K765m for the government, which is selling 30.8 per cent of the company. Its stake will be further diluted to 46 per cent in a targeted capital increase that will bring in the European Bank for Reconstruction and Development as an 11 per cent shareholder.

The Croatian government, the EBRD and Zagrebacka, which is subscribing to one-third of the offering, have undertaken not to sell additional stock for two years.

## Sicilcassa staff stage stoppage

By Robert Graham in Rome

Employees of Sicilcassa, Sicily's second largest banking institution, staged a 24-hour stoppage yesterday, pressing for guarantees for the savings bank to be quickly refloated following last week's intervention by the Bank of Italy.

The central bank was obliged to dismiss the board and appoint a special administrator following the discovery of losses believed to be close to L1,200bn (\$788m) plus a portfolio of loans at risk of at least L4,500bn. Against this Sicilcassa has capital of L900bn.

This is one of the biggest interventions by the Bank of Italy in recent years. Last year Mr Giovanni Ferraro, Sicilcassa chairman, was arrested on charges of alleged improper banking. An important part of the bad loans were extended to businesses with alleged Mafia connections.

The central bank's move also highlights the problems of the

publicly-controlled financial institutions in southern Italy. These have been traditionally run on political and social criteria rather than strict banking rules. As a result they have been hit by a combination of the recession, high overheads and the collapse of the old political system which was frequently linked to organised crime.

Banco di Sicilia, the main Sicilian bank owned by the Sicilian region and the treasury, found itself in a situation not dissimilar to that of Sicilcassa two years ago and is undergoing painful restructuring.

Banco di Napoli, the most important bank in southern Italy and now owned by a foundation, revealed a L1,560bn first-half loss in 1995 following a vigorous Bank of Italy inspection. The bank is shortly expected to announce its full 1995 results with reports that the losses could reach L2,500bn.

### Merita

#### ANNUAL GENERAL MEETING OF SHAREHOLDERS

Tuesday, 19th March 1996

Notice of Annual General Meeting

Shareholders of Merita Ltd are hereby invited to the Annual General Meeting, which will be held on Tuesday, 19th March 1996 at 3.00 pm in Conference Room A of the Helsinki Fair Centre, Rautatiekatu 3, Helsinki, Finland.

Agenda

1. The matters referred to in 57 of the company's Articles of Association.

2. The proposal of the Board of Directors that the Board be authorised to raise the share capital and issue convertible bonds and/or bonds with equity warrants.

Furthermore, the Board of Directors would be authorised for a period of one year from the Annual General Meeting on 19th March 1996 to decide on an increase in the share capital through a new issue in one or several tranches.

comprising a maximum number of 30 million new A- and/or B-shares, each in the nominal value of FIM 10, on such terms and conditions of subscription as the Board may decide.

Furthermore, the Board of Directors would be authorised for a period of one year from the Annual General Meeting to decide on an issue of convertible bonds and/or bonds with equity warrants on such terms and conditions of issue or exercise as the Board may decide.

It is further proposed that when deciding on a new share issue and/or an issue of convertible bonds and/or bonds with equity warrants, the Board be entitled to displace shareholders' pre-emptive right to subscription if this is in the company's interests for weighty financial reasons.

Copies of documents relating to the financial statements and the proposals of the Board of Directors will be available for inspection by shareholders from Friday, 8th March 1996 at the company's head office, Aleksanterinkatu 30, Helsinki, Finland (main entrance, porter's desk). From the same date, copies of said documents will also be sent to shareholders on request. Copies can be requested from the telephone numbers stated below.

Pursuant to S34:11 of the Finnish Companies Act, shareholders wishing to attend the General Meeting must be recorded in the company's shareholder register at the latest on Friday, 8th March 1996. Also entitled to attend will be shareholders who have the right to participate in a General Meeting of Shareholders pursuant to S34:2 of the Companies Act. Those attending by virtue of the latter provision will be required to present their share certificates or other evidence that ownership of the shares has not been registered in a book entry account.

In order to attend the General Meeting, shareholders are requested to register with the company no later than 4.15 pm on Friday, 15th March 1996. Registrations may be sent by post to Merita Ltd, 2599 Securities Services, PO Box 84, 00101 Helsinki, Finland, or by telephone: +3580 1654 0631, +3580 1654 0632 or +3580 1654 0633, from Monday to Friday 9.15 am - 4.15 pm. Finnish time. Written notice of attendance must arrive prior to the expiry of the registration period.

Proxies of shareholders wishing to exercise their right to vote at the General Meeting should be received at the above address within the registration period.

Helsinki, 14th February 1996

BOARD OF DIRECTORS

As Motorola's lead international bank, Citibank uses its unrivaled global resources to constantly anticipate new ways to serve Motorola's needs - from customized payment processes to securitization to commercial trade finance.

CITIBANK

European Investment Bank  
Italian Lira 200 Billion  
Floating Rate Notes  
due March 1998  
Notice to the Holders

Notice is hereby given that the Notes will carry an interest rate of 9.3125% per annum for the period 07.03.1995 to 05.03.1998.

• ITL 240,573  
• per ITL 5,000,000 nominal  
• ITL 2,405,729  
• per ITL 50,000,000 nominal  
Luxembourg, March 12, 1996

COUNTRY  
SURVEYS  
ON DISK

All the analysis, research and data studies that have been published by the FT's country surveys are now available on individual computer disks.  
Designed for the serious FT country survey user, these disks are available in two versions: the standard version, which contains all the country surveys, and the advanced version, which contains all the country surveys plus the FT's country survey database.  
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## INTERNATIONAL COMPANIES AND FINANCE

## Microsoft, Intel to develop Internet conferencing

By Louise Kehoe  
in San Francisco

Microsoft and Intel are jointly developing technology which they say will make video, voice and data conferencing via the Internet as commonplace as a telephone call.

The world's largest software and semiconductor suppliers said the technology would be available later this year and be based on established communications standards.

Among the companies supporting the development is

Netscape Communications, the leading supplier of Internet browser software, which earlier announced plans to incorporate its own video, data and audio conferencing software in a future version of the Netscape Navigator program.

Enhancing communications via the Internet could be a significant challenge to telecommunications companies, analysts said. For the cost of a local telephone call, Internet users will be able to hold voice or video conferences in most parts of the world.

The developments "will fundamentally change the model of communication on the Internet", said Mr Frank Gill, Intel senior vice-president. "Businesses will reach consumers with both information and personal services. Families, interest groups and friends will use... video telephones to communicate."

The news was one of several Internet-related announcements from Microsoft and Netscape yesterday, as the two races to establish leadership in the rapidly growing market

for Internet software.

Microsoft also launched an add-on program for Windows 95 designed to simplify the use of ISDN telephone lines, which reduce the time it takes to download graphics from the Internet and will be an essential element of new communications features.

Separately, Microsoft announced an agreement with DirectTV, a satellite broadcasting service owned by Hughes Electronics, to enable PCs to receive digital video programming. DirectTV subscribers

with suitably-equipped PCs will be able to access new data services as well as television broadcasts. These will include selected Internet content, multimedia magazines and other data subscription services.

Netscape also announced marketing agreements with America Online and CompuServe, the two leading online information services. Subscribers to these services - currently about 10m - will in future be offered use of Netscape's Internet browser software.

Netscape is attempting to forge similar arrangements with all leading online services and Internet access providers. Microsoft, however, is doing the same and the Netscape agreements with AOL and CompuServe are non-exclusive. AT&T, meanwhile, announced an agreement with America Online to provide new subscribers to its WorldNet Internet service with access to the online information service. AT&T is also in talks with CompuServe about a similar arrangement.

## Recovering its faded image as the bulldog breed

After a decade of decline Mack trucks are back on the road to prominence, reports Haig Simonian

The phrase "built like a Mack Truck" has entered the American vocabulary as a description for robustness and reliability.

Since being dubbed the "Bulldog" by allied troops in Flanders during the first world war, the image stuck through America's boom years, when Mack tippers could be found at every big building site from the Boulder Dam to the New York subway system.

Mack's legendary solidity took a nosedive in the 1980s, when the company suffered a war of attrition between its unions and management. That damaged profits and stifled investment. By 1979, Renault, the French car and truck group, had taken 10 per cent of the group and seemed its only hope for salvation.

It is a measure of the poor timing of Renault's investment that all its subsequent share purchases grew progressively cheaper until it gained full control in 1990. At one stage, observers wondered whether Mack's French saviour, struggling to improve profits in Europe, might not end up delivering the coup de grace.

Contrary to expectations, Renault stuck the course, and

Mack, if not a roaring success, is no longer a basket case. Buoyed by the recovery in the US truck market - especially in the heavy Class 8 vehicles of more than 15 tonnes in which it specialises - it lifted sales 7.4 per cent in 1995.

The company also regained some of the market share it lost during its worst years. Mr

**Mack, if not a roaring success, is no longer a basket case**

Pierre Jocu, the chief executive brought in from Renault in March 1995, accepts the company will never regain its peak sales of 1979, when almost one Class 8 truck in five sold in the US was a Mack. However, last year's respectable 12 per cent market share represented an improvement from 10.1 per cent in 1992.

Mack's earnings are harder to judge, as its figures are buried in Renault's group results.

However, Mr Jocu says it is trading profitably now after years in the red. Long-overdue rationalisation and cost cutting, combined with US economic recovery, have been the reasons.

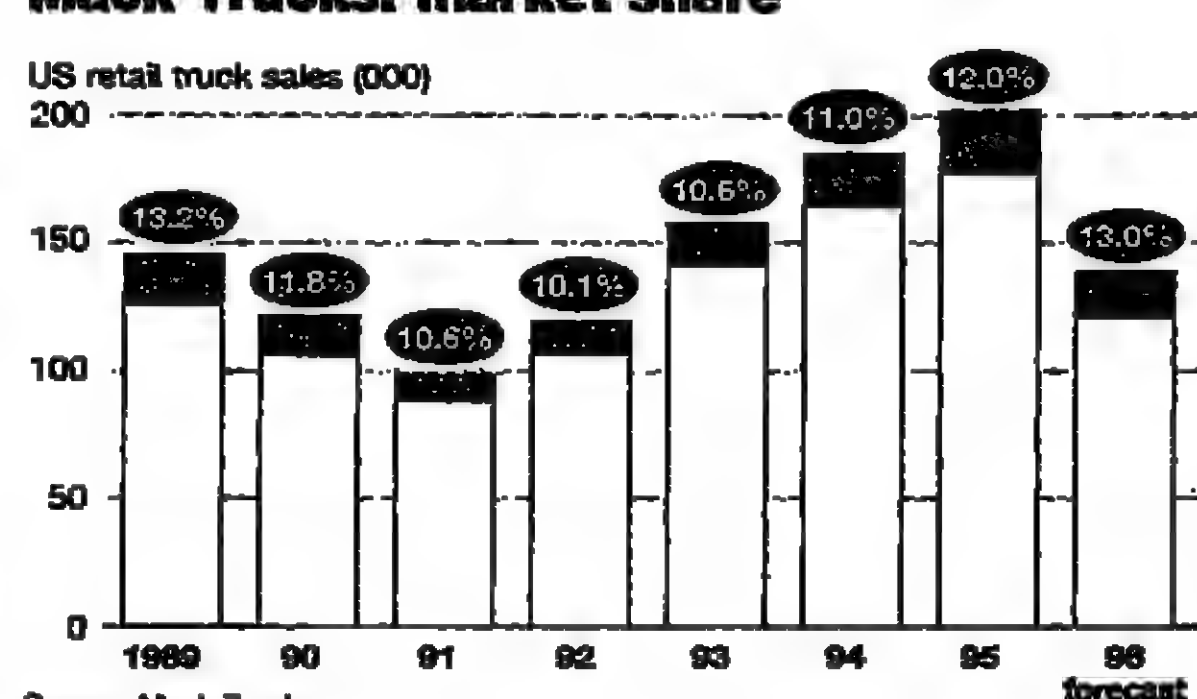
But the task now, says Mr Jocu, is to solidify Mack's tentative recovery. He wants to decouple the company, among the smallest - and therefore most vulnerable - US truck-makers, from the notoriously cyclical US heavy truck market. In the past five years, demand has moved from a trough of just 92,000 units in 1991 to a peak of 202,000 last year. The outlook for this year is poor, with forecasts of a 30 per cent plunge in demand.

That means Mack will need to reduce its break-even point even further to stay on track to meet Renault profitability targets. The aim, says Mr Jocu, is to remain profitable selling just 14,000 vehicles - compared with a break-even of 20,000 units today.

That is the lowest level to which production is expected to sink, based on a 12 per cent share of the US Class 8 market and a slump in demand to 120,000 units.

Mack still has a long way to

Mack Trucks: market share



Source: Mack Trucks

go. Margins have improved, allowing the company to catch up with Navistar, a bigger rival, and roughly to match Volvo. But it is still well behind Freightliner, which is probably the leanest company in the business. Mack's profits before interest and tax reached \$49m in 1994 - but that was one of the best years for the industry as a whole.

Mr Jocu believes the goal can be achieved, thanks to Renault's new-found enthusiasm for its US offshoot. In 1993, when Renault was locked in merger talks with Volvo, Mack was little more than an after-

thought in Paris. The focus then was on rationalising European car and truck operations. At some later stage, Renault and Volvo, which also owns a big US truckmaker, would presumably have turned their attention to combining their US activities.

The merger's collapse exposed the relative weaknesses of Renault's commercial vehicles business and prompted the resurgent interest in Mack.

Although executives from both the French and US companies admit the potential for synergies is limited by the very different demands of hauliers on either side of the Atlantic, they see considerable scope for buying common components, such as cylinder blocks and starters, together and for sharing the development of others, such as engines and suspension units.

Mr Jocu's second method to buttress Mack is to expand sales in the big markets for long-distance transportation, now dominated by Navistar and Freightliner, and to reinforce its traditional presence in trucks for construction and waste collection.

The company has already signalled its intentions with the launch of the CH range of heavy-duty tractors for the long-distance "highway" market. Only with the new range can it convince the big leasing and transport groups which

dominate the business that it is a serious player, argues Mr Jocu.

He recognises, however, that growth will be painstaking. To win the confidence of new customers from outside Mack's traditional bastion in the north-eastern US, the company must improve its coverage in the west and the south, where it is under-represented and its market share is below average.

That means redistributing its dealer network towards the west. More balanced coverage is vital to win the confidence of America's myriad independent hauliers.

Unlike other US truck-makers, Mack is a vertically integrated operation, building its own engines and gearboxes. In spite of the much greater reliability of such components today, independent truckers are extremely reluctant to buy vehicles unless a manufacturer has the dense dealer network, seen as essential in case of a breakdown.

Mr Jocu's other way to reduce Mack's dependence on the domestic market is by expanding sales abroad. Mack already has a sizeable operation in Australia, where it ranks second in sales of heavy trucks, and it also assembles vehicles in Venezuela and New Zealand.

Mr Jocu would like to spread the net to Mexico and Brazil, where buoyant long-term demand is forecast. Although the new plants would be joint ventures with local partners, most supplies would come from the US, helping to iron out the swings in the home market.

Mr Jocu will not reveal how the negotiations are going.

Some observers are sceptical about his plans, as Mack has talked about Mexico before. However, Mr Jocu says the latest talks are much more serious.

As the engineer who made his name raising the quality of Renault's cars in Europe, people are paying more attention this time.

## AMERICAS NEWS DIGEST

## Berkshire Hathaway outperforms index

Mr Warren Buffett's Berkshire Hathaway outperformed the S&P 500 index for its 15th consecutive year in 1995. The insurance and investment group increased its per-share book value by 43.1 per cent to \$14,426 during 1995, compared with a 37.6 per cent return from the S&P 500 index, including dividends.

The group's performance during the year was helped by large holdings of stocks such as Coca-Cola and Gillette, which outperformed the market, and of Capital Cities/ABC which received a takeover bid from Walt Disney.

Berkshire Hathaway shares fell \$100 to \$36,900 in early trading yesterday, after a \$900 fall in Friday's market slump. However, they have risen from \$31,700 since mid-February when Mr Buffett proposed a "do-it-yourself stock split" which would allow investors to divide each share into 30 B shares, so reducing the heavy share price. The plan has to be approved by shareholders at the annual meeting in May.

Earnings from the group's operations, including the insurance activity, the manufacturing, retailing and publishing businesses, fell slightly from \$806m to \$600m over the year. The group realised an investment gain of \$125m after tax, compared with \$61.2m in 1994, but said this figure had no predictive or analytical value. Investment gains taken in any year depend on the timing of sales.

That left net earnings up from \$495m in 1994, after a \$178m write down of the group's holding of USAir preferred stock, to \$725m. Earnings per share were lifted from \$420 to \$611. Total shareholders' equity rose by 45 per cent to \$17.2bn. During the year the group issued nearly 10,000 shares in connection with two acquisitions, adding 1.3 per cent to the number in issue.

Maggie Urry, New York

## WR Grace sells water arm

W.R. Grace, the US chemicals and healthcare group, has sold its Dearborn water treatment subsidiary to a rival US water treatment company, Betz Laboratories, for \$632m. Grace, which has undergone a change of management in the past year, had put the business up for sale as part of a wider corporate restructuring.

Betz, a quoted company based in Pennsylvania, said it expected cost reductions of \$40m to \$50m from the merger, and that earnings should be increased within 18 months as a result. Dearborn has sales of \$400m and Betz about \$800m. Both companies specialise in producing chemicals to treat industrial water. Betz claimed the two were complementary, since it has 72 per cent of its sales in the US, while Dearborn has only 30 per cent. Combined non-US sales would be 45 per cent of the total.

Grace said the proceeds of the sale, together with a payment of \$2.3bn due on the merger of its healthcare business with Fresenius of Germany, would be used to repay debt and buy back up to 20 per cent of its stock. Grace is under particular pressure to perform at present, having just turned down a bid approach from its smaller rival Hercules.

Betz's shares fell \$1 to \$42 in early trading, valuing the company at \$1.2bn. Grace's shares fell \$4 to \$78.

Tony Jackson, New York

## CTC poised to announce merger

CTC, Chile's biggest telecoms company, is expected soon to announce the merger of its cellphone business with the cellphone operations of a smaller rival, VTR, jointly owned by the Luskic interests and US telephone company Southwestern Bell.

The new joint company would be held 65 per cent by CTC, and 45 per cent by VTR. It would operate all wireless telephony operations for the two partners.

Neither company would comment. But Mr Felipe Bosselin, chief analyst at stockbrokers Larrain Vial, commented that the merger would bring clear benefits for both companies if it helped them avoid over-investment.

Total sales for the four companies with cellphone operations were worth \$260m last year, and there were 200,000 customers throughout Chile. But the government is about to award three licences for personal communications systems, based on digital networks which offer better transmission quality and range.

The PCS licences will be for nationwide coverage, while the cellphone licences give the concession for either the Santiago-Valparaiso region or the rest of the country. CTC holds the concession for the capital, while VTR operates in the provinces, so combining their networks makes sense.

Imogen Mark, Santiago

All of these securities having been sold, this announcement appears as a matter of record only.

4,358,182 Shares

B N

Baan Company N.V.

Common Shares  
(par value NLG .02 per share)

1,075,000 Shares

This portion of the offering was offered outside the United States by the undersigned.

Goldman Sachs International

Morgan Stanley & Co.  
International

Cowen &amp; Company

UBS Limited

ABN AMRO Hoare Govett

HSBC Investment Banking

Indosuez Capital

3,283,182 Shares

This portion of the offering was offered in the United States by the undersigned.

Goldman, Sachs &amp; Co.

Morgan Stanley & Co.  
Incorporated

Cowen &amp; Company

UBS Securities LLC

A.G. Edwards &amp; Sons, Inc.

Hambrecht &amp; Quist LLC

PaineWebber Incorporated

Robertson, Stephens &amp; Company LLC

ABN AMRO Securities (USA) Inc.

Arnhold and S. Bleichroeder, Inc.

Furman Selz LLC

Josephthal Lyon & Ross  
Incorporated

SoundView Financial Group, Inc.

Stephens Inc.

Wessels, Arnold &amp; Henderson, L.L.C.

March 1996

All of these securities having been sold, this announcement appears as a matter of record only.

8,712,327 Shares

Santa Fe Energy Resources, Inc.

Common Stock

LAZARD FRÈRES &amp; Co. LLC

MORGAN STANLEY & Co.  
Incorporated

SALOMON BROTHERS INC

BEAR, STEARNS &amp; CO. INC.

CS FIRST BOSTON

ALEX. BROWN & SONS  
Incorporated

CHEMICAL SECURITIES INC.

DEAN WITTER REYNOLDS INC.

DILLON, READ &amp; CO. INC.

DONALDSON, LUFKIN & JENNETTE  
Securities Corporation

GOLDMAN, SACHS &amp; CO.

HAMBRECHT &amp; QUIST LLC

LEHMAN BROTHERS

MERRILL LYNCH &amp; CO.

OPPENHEIMER &amp; CO., INC.

PAINEWEBBER INCORPORATED

SCHRODER WERTHEIM &amp; CO.

SMITH BARNEY INC.

PETRIE PARKMAN &amp; CO.

ALLEN & COMPANY  
Incorporated

FAHNESTOCK &amp; CO. INC.

JEFFERIES &amp; COMPANY, INC.

MCDONALD & COMPANY  
Securities, Inc.

RAUSCHER PIERCE REFSNES, INC.

RAYMOND JAMES &amp; ASSOCIATES, INC.

RODMAN &amp; RENSHAW, INC.

SOUTHCOST CAPITAL  
Corporation

March 1996



## INTERNATIONAL COMPANIES AND FINANCE

## Cathay Pacific beats expectations with 25% rise

By John Eddington in Hong Kong

Cathay Pacific Airways, the Hong-Kong based carrier controlled by Swire Pacific, has exceeded market expectations with net profits of HK\$2.98bn (US\$385.5m) for 1995, a 25 per cent increase on 1994.

Mr Peter Sutch, chairman, said 1995 had seen a strong performance and a strong upward note about the airline's prospects. "The signs are that 1996 is starting how 1995 finished off - on a strong note."

According to Cathay, last year's results reflected two main factors, increased revenues and progress in curbing

costs. Turnover rose from HK\$27.22bn to HK\$30.45bn, including increases in all three divisions - passengers, cargo and catering.

Revenues increased in most markets, particularly in north Asia. The strength of the yen provided a boost to profits, as did a change in depreciation policy which extends from 15 to 20 years the write-down period for aircraft.

Yields also improved, helping to lift operating margins from an average of 8.5 per cent in 1994 to 9.8 per cent last year.

Mr Rod Eddington, managing director, said the airline's modernisation programme

would enable further efficiency gains. The upgrading of the carrier's fleet, which will bring 18 new aircraft this year, will help to reduce maintenance and fuel costs, he claimed.

Industry analysts said that Cathay's 1995 results confirmed a recovery from the difficult years of the early 1990s. But they warned of increasing competition in the region and uncertainties relating to attempts by CNAC, the mainland carrier, to establish operations in Hong Kong.

Cathay has expressed concerns about CNAC's intentions, claiming that as a subsidiary of China's civil aviation

authority it would distort competition in the Hong Kong market. As Hong Kong's *de facto* flag carrier, Cathay also argues that granting a licence to CNAC would be a breach of the "one country, two systems" formula which governs the colony's handover to Chinese sovereignty next year.

Cathay had sought to divert CNAC's ambitions by selling it a stake in Dragon Air, the Hong Kong-based airline which has established itself as a successful business carrier to China and a few regional destinations. Although talks appeared to have foundered, Mr Sutch said yesterday that

further discussions were likely.

The Cathay chairman gave an optimistic assessment of Hong Kong's future as an aviation hub. "We have invested HK\$3.5bn in our new headquarters at Chek Lap Kok [Hong Kong's new airport due to open in April 1998]," Mr

Sutch said. "If ever there was a clear signal that we are confident in the future, then that is it."

Reflecting the improvement at the net level, earnings per share rose from 83.4 cents in 1994 to 104 cents. The dividend was raised from 42 to 48 cents.

## COMPANY PROFILE:

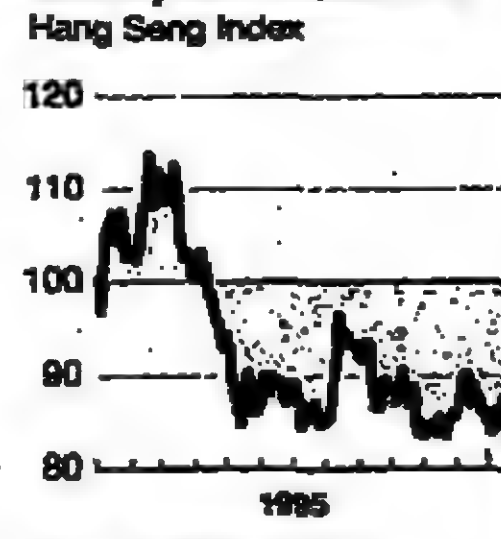
## Cathay Pacific Airways



Peter Sutch, chairman

Market capitalisation	US\$5.1bn
Main listing	Hong Kong
Historic P/E	17.21
Gross yield	2.96%
Earnings per share	HK\$1.04
Current share price	HK\$13.65

Share price relative to the Hang Seng Index



Source: Datastream, PT East

Net profits (HK\$bn)



## Tan moves closer to control of PAL

By Edward Luce in Manila

Senior officials at loss-making Philippine Airlines (PAL) said yesterday that a 12-month share dispute between the government and Mr Lucio Tan, the carrier's chairman, which had delayed a much-needed capital increase, would probably be resolved by the end of this month.

Under the terms of the agreement being drawn up by the government and Mr Tan, a leading Chinese-Filipino businessman, PAL would increase its capital stock by an initial 5bn pesos to 10bn pesos (\$982m) while government shareholders would permit Mr Tan to take majority control of the airline.

The 5bn peso stock issue, which is expected to be approved by the end of the financial year on March 31, would remove the final obstacle to a US Export Import Bank 12-year loan to help re-equip the airline's fleet.

The \$950m loan - which together with lending from private banks, including Allied Bank, owned by Mr Tan - is considered an essential prelude to restoring PAL to financial health.

PAL is also planning to secure loans from European government agencies.

"We are optimistic that the government will submit the final agreement on ownership of the airline by the end of the month," Mr Jaime Bautista,

finance director of PAL, said yesterday. "This would remove the last obstacle to the resumption of normal management of the airline."

The dispute, which has in effect frozen the airline's ability to raise its capital or negotiate loans, began at the stockholders' meeting last March, when government institutions disputed Mr Tan's right to speak for their 30 per cent share in a holding company he controlled. The company, PR Holdings, which is 51 per cent owned by Mr Tan, in turn controlled 51 per cent of PAL, giving Mr Tan indirect ownership of the airline.

Under the agreement the holding company would be dissolved, enabling government

shareholders in PR Holdings to take a direct stake in PAL, but the government would waive its right to subscribe to the 5bn peso capital increase.

Government institutions, which would collectively own about 40 per cent of the recapitalised airline, would retain the right to sell their stakes to Mr Tan within six years at the original selling price.

The recapitalisation will allow PAL to embark on a \$2.5bn modernisation programme over the next three years. The airline plans to acquire seven Boeing 747-400s, eight Airbus A330s and 12 Airbus A320s.

The airline is expected to more than double its losses this year to about 2.5bn pesos.

## Air NZ renews bid for stake in Ansett

By Terry Hall in Wellington and Nikki Tait in Sydney

Air New Zealand will today renew its bid to gain a significant foothold in Australia's domestic aviation market by seeking approval from the New Zealand Commerce Commission for the purchase of a 50 per cent stake in Ansett Airlines from TNT, the Sydney-based transportation group.

The commission rejected an initial \$440m (US\$327m) proposal put forward by TNT and Air NZ two months ago because of concerns that it could threaten competition in New Zealand's domestic market.

ANZ's New Zealand subsidiary is Air NZ's main competitor on the country's domestic routes, and the commission felt Air NZ's offer to "ring fence" these operations was inadequate.

The new proposal, to be considered by the commission at a three-day conference starting today, would give a key role to Mr Rupert Murdoch's News Corporation, which shares ownership of Ansett with TNT. News would maintain control of Ansett New Zealand by making a special issue of B class shares, through which it would oversee the composition of the Ansett New Zealand

board of directors. No Air NZ directors or managers would be appointed to the Ansett New Zealand board.

Legal experts said they believed the proposal would continue to present problems to the commission on anti-competitive grounds. But News' submission to the commission has been strongly supported in a letter by Mr Graeme McMahon, Ansett's chief executive.

Air NZ, in its submission, said it strongly disagreed with the commission's preliminary decision. It said both Air NZ and Ansett New Zealand would be maintained as independent

airlines. Air NZ would exert no direct or indirect influence over Ansett New Zealand.

By contrast, Qantas and the Kiwi Travel International, which both operate international flights from New Zealand, have said that they back the commission's preliminary decision.

Qantas has said it is concerned at the "ring fencing" proposal to separate Air NZ and Ansett New Zealand, and does not entirely rule itself out as a potential purchaser of either Ansett New Zealand or Air NZ's own domestic airline, should either be offered for sale.

## NEWS DIGEST

## David Jones sales short of forecast

Lacklustre sales growth has led David Jones, the recently-listed Australian department store group, to warn that it does not expect to reach the turnover projections made in its October share prospectus.

At that time, it estimated that sales should rise 6 per cent in 1995-96 to A\$1.53bn (US\$1.18bn), with "same-store" sales growth being around 3 per cent. But yesterday the company said sales had risen by only 1.1 per cent in the half-year to end-January, reaching A\$790.3m.

It added that retail sales in February had continued at similar levels and "based on current projections, the company does not expect to achieve the sales forecast declared in the prospectus".

But David Jones, one of two big department store groups in Australia, added that profits before interest and tax had risen from A\$80.8m to A\$93.4m in the same six-month period, with the after-tax figure being A\$44.8m. The group said it should still achieve its prospectus forecast of a A\$1.1m of pre-interest profits for the year, up from A\$100.4m in the previous 12 months.

Nikki Tait, Sydney

## SA Breweries in Romania

South African Breweries has stepped up its expansion into the former Eastern bloc with the purchase of a 70 per cent stake in Vulturul SA, a state-owned Romanian brewery, for \$18m. SAB, South Africa's largest brewer, already owns two breweries in Hungary, including Kobanya, the local market leader, and is in the bidding for the privatisation of Poland's Tychy brewery.

The company becomes one of several international brewers, including Germany's Brau und Brunn and Interbrew of Belgium, to invest in Romania, eastern Europe's second largest market. It said \$10m of the \$18m purchase price would be invested in modernisation of Vulturul, including its brewing facilities, packaging, distribution and marketing. Vulturul, a medium-sized brewery based in Buzau in eastern Romania, has annual brewing capacity of 500,000 hectolitres and malt capacity of 11,000 tonnes.

Virginia Marsh, Budapest

## Japanese invest in Hungary

CSK, one of Japan's largest information technology companies and software producers, and Nippon Investment & Finance, a venture capital unit of Daiwa Securities of Japan, have invested \$7.5m in a minority stake in Graphisoft of Hungary, a leading computer-aided design software developer for Apple Computer and Microsoft of the US.

The size of the stakes sold - the first significant foreign investment in Graphisoft, one of Hungary's best known private companies - has not been disclosed. Graphisoft, which had sales of about \$15m last year, is the leading architectural CAD software producer worldwide for Apple's Macintosh computers.

Virginia Marsh

## Clal Industries chief to quit

The managing director of Clal Industries, a subsidiary of one of the country's biggest conglomerates, Clal Israel, has submitted his resignation to the board. Clal's board will meet in two weeks to approve the resignation of Mr Meir Lasser, whose duties will meanwhile be taken over by the company's president and chief executive, Mr David Wainshal.

Mr Lasser, who has been with Clal for 26 years, had originally announced his intention to step down nine months ago, but was persuaded to stay on. He will continue as chairman of Clalcom, Clal's telecoms company, which is competing for a licence to provide international phone services in Israel.

Reuters, Tel Aviv

## THE NATIONAL COMMERCIAL BANK

A GENERAL PARTNERSHIP - C.R. 1588

## FINANCIAL HIGHLIGHTS

As of 31 DECEMBER 1995

(In thousands of Saudi Riyals)

## BALANCE SHEET

## ASSETS

Cash, balances with SAMA and due from banks	16,019,945	13,336,740
Trading securities, and investment securities, net	15,835,060	18,245,558
Loans and advances, net	39,366,248	33,043,538
Fixed assets, net	1,642,551	1,475,736
Other assets and other real estate	3,795,907	3,366,263
<b>TOTAL ASSETS</b>	<b>76,659,711</b>	<b>69,467,835</b>

## LIABILITIES AND PARTNERS' EQUITY

## LIABILITIES

Total deposits:	55,920,415	52,794,449
(Customer's call, time, saving deposits and other deposits)	10,685,759	7,449,931
Due to banks	2,781,201	2,126,407
Other liabilities	69,387,375	62,370,787
<b>TOTAL LIABILITIES</b>	<b>69,387,375</b>	<b>62,370,787</b>

## PARTNERS' EQUITY

Capital	6,000,000	6,000,000
Statutory reserve	1,272,120	1,097,048
Retained earnings	216	-
<b>Total Partners' Equity</b>	<b>7,272,336</b>	<b>7,097,048</b>
<b>Total liabilities and Partners' Equity</b>	<b>76,659,711</b>	<b>69,467,835</b>

## CONTRA ACCOUNTS

	99,470,392	57,094,747
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## STATEMENT OF INCOME

Total operating income	5,387,589	3,568,317
Less: Cost of funds	2,983,226	1,452,123
<b>Income before operating expenses</b>	<b>2,404,363</b>	<b>2,116,194</b>
Total operating expenses	1,696,994	1,420,573
<b>Net income from operations</b>	<b>707,369</b>	<b>695,621</b>

## OTHER INCOME (EXPENSES)

Gains (losses) on investment securities	107,209	(209,233)
(Losses) gains on disposal of fixed assets	(2,705)	5,080
Income from trading securities	(41,236)	79,197
Other income	(57,845)	(31,150)
Donations and charitable contributions	(12,504)	(10,000)
Zakat	(7,081)	(116,634)
<b>TOTAL INCOME (EXPENSES)</b>	<b>700,288</b>	<b>578,987</b>

## NET INCOME

	700,288	578,987
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For a copy of our Annual Report 1995: Contact Mr. Samir El. Corporate Public Relations, The National Commercial Bank, P.O. Box 3553, Jeddah 21481, Saudi Arabia, Tel 966 (2) 644-6644 Fax 966 (2) 644-6468

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ملفوظات



# Pechiney 'has no plans' for more aluminium restarts

## Vegetable group grows its own managers

By Kenneth Gooding, Mining Correspondent

Pechiney, the world's fourth-largest aluminium producer, was forced by its partners to re-start capacity at the Tomago smelter in Australia, according to Mr Jean-Pierre Rodier, chairman. He insists there are no plans to re-start Pechiney's other idled capacity, which might still be shut down at the end of this year.

Two of the four partners in Tomago's 340,000 tonnes a year smelter in New South Wales - the Australian Mutual Provident Society and GWA Aluminium - asked for production to be increased in the first quarter of this year. Pechiney, which has a 36.05 per cent stake in the smelter, was obliged to give way under the terms of its contract, says Mr Rodier. The fourth partner in Tomago is VAW of Germany, with 12 per cent.

Neither Pechiney nor VAW will begin to take extra metal until the second quarter. Tomago's output was cut by 10 per cent after the international trade agreement (or memorandum of understanding) was reached between some of the big aluminium producing countries early in 1994. The cut

### Status of Aluminium Cuts ('000 tonnes)

	MOU	Pre-MOU	Total
Alcoa	100	298	398
Reynolds	106	209	315
Pechiney	84	661	745
Alcan	40	40	80
VAW	0	301	301
Other	82	122	204
Total	372	842	1,214

Source: Manufacturers' Association of Aluminium Exporters (MAAE). MOU = memorandum of understanding. Pre-MOU = pre-MOU. Total = total of all countries.

represented 14,000 tonnes a year from Pechiney's output and 4,500 tonnes from VAW's. At present the rest of Pechiney's primary aluminium production plants are working at 85 per cent of capacity whereas the industry normally works at a rate of 100 per cent or above.

Pechiney has no clear idea yet about when it will bring the rest of the 180,000 tonnes of idled capacity back on stream. "It entirely depends on our customers," says Mr Rodier. "We will not bring capacity back into production until they want the metal."

At present demand for aluminium is "flat," Mr Rodier says customers built up stocks

last year as aluminium prices rose and now they are working from stock. "We should see customer stocks back to normal levels in the second half of 1996."

Consequently, "I do not see any prospect of a serious drop or any big improvement [from the 1995 level] in our aluminium business this year."

London Metal Exchange aluminium prices are likely to remain volatile while so much industry capacity is closed, says Mr Rodier. But there is no reason for prices on average to be any higher in 1996 than they were at the end of last year.

Mr Rodier agrees with those analysts who suggest there will be supply constraints next year because there is so little new production capacity. Prices are likely to drop back again at the end of 1996 or in 1997.

Pechiney could expand with its partners at Tomago and Beacourt in Quebec, adding 40,000 to 50,000 tonnes a year to its total capacity, without the need for substantial investment. Mr Rodier says, however, that it will be five years, before the group needs to make any decision about a more substantial increase in capacity such as a new smelter.

Ten years ago a handful of UK vegetable growers were relaxing in a pub after a meeting to discuss mutual problems. All were running substantial businesses supplying fresh produce direct to the fast-expanding and ever more demanding supermarket sector. The conversation turned to the shortage of skilled managers to the fact that jobs associated with vegetables were not perceived as attractive prospects to ambitious young people; to the consequent difficulty of recruiting young men and women of real ability and potential. They quickly realised that all had similar problems.

Conventional farmers would have shaken their heads sadly and concluded that nothing could be done, or that "the situation should do something about it". But being the type of people they were, they decided to something themselves.

They set up a company called Management Development Services (MDS) to recruit and train graduates for positions in the fresh produce industry. The handful of founder members has now grown to over 20. And since 1986, MDS has accepted about 140 graduates for their 2 year courses, some of whom are still being trained and many of whom now hold key management posts in MDS members' businesses.

Graduate recruitment and fast track training are, of course, common in many industries. So why is MDS worthy of special mention?

### FARMER'S VIEWPOINT



By David Richardson

Because, as far as I am aware, a self-organised and self-funded training scheme of this kind is unique in British agriculture and horticulture.

That is not to say that traditional farmers' sons and daughters are unable to benefit from further training. Indeed many of today's young farmers have been to university or college before returning home to work on, and participate in, the management of the family farm. Few, however, take the opportunity to gain extra experience of different management styles and a variety of related enterprises by working at a management level in other businesses. MDS ensures their trainees are exposed to several management cultures.

In recent years applications for places on the scheme have been coming in from 21 to 37 year-olds at the rate of over 150 a year. This is partly the result of presentations made by MDS's manager Lesley Sage, at all UK educational establishments that run land-based degree courses and partly because the training schemes

reputation is spreading. Selection is tough. In each of the past two years only 11 applicants were accepted - roughly one third of whom were female. Successful candidates, most of whom, significantly, come from non-farming backgrounds, begin by going on an outward bound course. The way they tackle physical problems, interact as a team and self-assess their performance may appear to have little to do with cabbages or leeks but are regarded as a vital initiation to the following two years. Then begins the first of four secondments with member companies.

Typically these include a period managing a field operation, like harvesting a vegetable crop; another in charge of a grading or packing line; organising the logistics of delivering packed produce to point of sale; a research or development project; and time spent in a negotiating office buying or selling produce. Formal training sessions run by external lecturers are interspersed with the practical experience. MDS estimates that, including salary, each graduate trainee costs about £25,000 over two years.

A management of the scheme is funded by a subscription of £2,000 a year from each member company, which also pays the salary and training costs of trainees while they are working with them. The qualification for successful candidates currently carries vocational status, but MDS is

hoping the course will soon be recognised by the Institute of Management and Universities. Meanwhile the original objective of the founder members appears to be being realised. Some 70 per cent of trainees have taken permanent positions with MDS member companies and there is no longer such a shortage of suitably qualified graduates to help manage their businesses.

Last week I met some products of that training. One young man who completed his course only four years ago is now, at 27, the development manager of a company with a £50m turnover. He is a member of the executive team that runs it and is involved in setting up information technology and business analysis and deciding strategies for capital investment.

Another product of the scheme, a young lady aged 26, is now a key member of a team responsible for procuring tens of thousands of tonnes of pre-packed potatoes each year. She is also in charge of selling all the potatoes that do not make the grade for the supermarkets - which is much more difficult than shifting top quality supplies, which tend to sell themselves. She has now embarked on further advanced training within the MDS member company that employs her.

Such levels of ability and maturity in people so young is remarkable in any business. In agriculture and horticulture it is a revelation. As I drove home I began to think how much broader crop farming

could benefit from an enlightened approach to management training. Yes, there are plenty of university and college courses teaching farming. Some of them even tackle management techniques. But none that I know of comes close to providing the breadth of experience those MDS young people are exposed to. Furthermore, the traditions of farming may militate against such a course being fully utilised. By far the most usual pattern is for the son or daughter to work for a year on the home farm, then go to college, and then come home for good.

A few apply for and are awarded such things as Nuffield Travel Scholarships, which encourage them to look at agriculture in other parts of the world and gain outside experience. Most scholars make their mark when they return, proving the point I am making. The rest stay at home arguing with their fathers, maybe, but still picking up most of his old ways and prejudices. That is not the best foundation on which to build an industry with sensitive and progressive ideas.

In my view, an MDS-type training scheme with its emphasis on agriculture rather than horticulture, could be of immense value to the industry. The question is, however, would conventional family farmers, whose turnover and profits are normally much smaller than those of intensive vegetable growers, be able or willing to fund it?

## Indonesian mine shut after riot

By Kenneth Gooding

The Grasberg mine in Irian Jaya, Indonesia, one of the world's biggest copper and gold producers, was temporarily closed yesterday after civil disturbances broke out in Tembagapura, the nearby town of 10,000 people, mostly employed by the mine.

James Moffett, chairman of Freeport-McMoan Copper & Gold, which operates the mine, said last night before leaving his headquarters in New Orleans for Irian Jaya, that he had ordered the shut-down to avoid a relatively minor incident becoming more serious. He expected the mine to re-start in about 24 hours.

He said that an Indonesian employee had been accidentally hit by a car driven by a contractor during a heavy rain storm. Although the employee was not badly hurt, rumours spread that he had been killed. Rocks were thrown and windows were broken in the disturbances that followed.

Employees were scheduled to be bussed to the mine but, to avoid confrontation, Mr Moffett ordered the mine to be shut and decided against calling in the police or military to provide protection. Previous confrontations

between local people and the military lead to accusations of civil rights abuses by the army and suggestions that Freepor personnel were also involved. Investigations by Indonesia's human rights commission and by the Australian, New Zealand and US embassies cleared the company of these allegations.

Grasberg, nearly 4,000 metres up in the mountains in some of the world's most inhospitable terrain, last year produced 450,700 tonnes of copper and 1.38m Troy ounces of gold. It is 10 per cent owned by RTZ-CRA, the Anglo-Australian mining group.

## UN commodity fund to spend \$12m on marketability

By Alison Maitland

The UN's Common Fund for Commodities plans to spend \$12m on improving the marketability of commodities in order to increase incomes in developing countries.

Mr Rolf Boehnke, the new managing director of the fund, told members of the Interna-

tional Cocoa Council in London yesterday that the money would come from resources previously set up to finance international buffer stocks.

Launched in 1989 by the United Nations Conference on Trade and Development, the fund has financed buffer stock-holding, increased the competi-

tional Cocoa Council in London yesterday that the money would come from resources previously set up to finance international buffer stocks.

Launched in 1989 by the United Nations Conference on Trade and Development, the fund has financed buffer stock-holding, increased the competi-

tion of cocoa stocks and tackled crop diseases. Buffer stock agreements have now all but disappeared. Only the International Cocoa Organisation and the International Natural Rubber Organisation still operate internationally financed buffer stocks and cocoa stocking will soon end.

Mr Boehnke said the Amsterdam-based fund would direct more efforts towards improving the conditions of commodity producers in poor countries. It would speed up spending by shortening the time between a project's conception and its approval. It would also increase its loan financing, as opposed to grant financing, to extend its activities. "Particular attention will

### COMMODITIES PRICES

#### BASE METALS

##### LONDON METAL EXCHANGE

(Prices from Anonymous Metal Trading)

##### ALUMINIUM, 99.7 PURITY (\$/tonne)

	Close	High	Low	Open
Previous	1597.5-8.5	1627-8		
High/Low	1596-7	1625-6		
AM Official	1598.5	1637/1680		
Karb close	1598.5-5	1627-5-8		
Open int.	213,905			
Total daily turnover	52,476			
ALUMINIUM ALLOY (\$/tonne)				
Close	1350-60	1380-5		
Previous	1345-55	1380-5		
High/Low	1350-55	1380-55		
AM Official	1350-60	1380-60		
Karb close	1350-60	1380-60		
Open int.	5,127			
Total daily turnover	381			
LEAD (\$/tonne)				
Close	785.5-7.5	777-7		
Previous	787-8	777-7		
High/Low	785-8	777-7		
AM Official	789-8.5	778-8.5		
Karb close	789-8.5	778-8.5		
Open int.	40,053			
Total daily turnover	10,457			
NICKEL (\$/tonne)				
Close	8000-80	8140-50		
Previous	8045-55	8135-45		
High/Low	8035	8250/8000		
AM Official	8057-5	8165-50		
Karb close	8057-5	8165-50		
Open int.	41,724			
Total daily turnover	12,950			
ZINC (\$/tonne)				
Close	6070-80	6120-30		
Previous	6070-80	6110-30		
High/Low	6080	6210/6000		
AM Official	6075-85	6120-25		
Karb close	6075-85	6120-25		
Open int.	16,820			
Total daily turnover	5,483			
ZINC, special high grade (\$/tonne)				
Close	1085.5-7.5	1100.5-1.0		
Previous	1080-1	1093.5-4.0		
High/Low	1087	1110/1084		
AM Official	1087.5	1095-100		
Karb close	1087.5	1095-8		
Open int.	67,543			
Total daily turnover	30,288			
COPPER, grade A (\$/tonne)				
Close	2598-80	2574-5		
Previous	2595-5-5	2575-5		
High/Low	2605	2598/2584		
AM Official	2602-3	2590-2		
Karb close	2602-3	2590-2		
Open int.	174,112			
Total daily turnover	97,234			
LME AM Official 25 cents 1.5233				
LME Closing 25 cents 1.5240				
Sept 1.5243 3 mths 1.5216 6 mths 1.5192 9 mths 1.5171				
HIGH GRADE COPPER (COMEX)				
Close	120.35	120.70	119.90	119.90
Previous	119.20	120.00	119.20	119.20
High/Low	119.20	120.00	119.20	119.20
AM Official	119.20	120.00	119.20	119.20
Karb close	119.20	120.00	119.20	119.20
Open int.	115,000			
Total daily turnover	115,000			
1 year	113.50	114.10	113.50	113.50
Total	113.50	114.10	113.50	113.50

#### Precious Metals continued

##### GOLD COMEX (100 Troy oz; \$/troy oz)

	Close	High	Low	Open
Previous	362.7	363.5	362.5	362.5
High/Low	362.7	363.5	362.5	362.5
AM Official	362.7	363.5	362.5	362.5
Karb close	362.7	363.5	362.5	362.5
Open int.	40,406			
Total daily turnover	40,406			
PLATINUM NYMEX (50 Troy oz; \$/troy oz)				
Close	412.3	414.3	412.3	412.3
Previous	412.3	414.3	412.3	412.3
High/Low	412.3	414.3	412.3	412.3
AM Official	412.3	414.3	412.3	412.3
Karb close	412.3	414.3	412.3	412.3
Open int.	1,128			
Total daily turnover	1,128			
PALLADIUM NYMEX (100 Troy oz; \$/troy oz)				
Close	143.35	143.75	143.00	143.00
Previous	143.35	143.75	143.00	143.00
High/Low	143.35	143.75	143.00	143.00
AM Official	143.35	143.75	143.00	143.00
Karb close	143.35	143.75	143.00	143.00
Open int.	1,128			
Total daily turnover	1,128			
SILVER COMEX (5,000 Troy oz; \$/troy oz)				
Close	562.3	563.5	562.5	562.5
Previous	562.3	563.5	562.5	562.5
High/Low	562.3	563.5	562.5	562.5
AM Official	562.3	563.5	562.5	562.5
Karb close	562.3	563.5	562.5	562.5
Open int.	1,128			
Total daily turnover	1,128			
BARIUM LCE (\$/tonne)				
Close	102.3	102.5	102.3	102.3
Previous	102.3	102.5	102.3	102.3
High/Low	102.3	102.5	102.3	102.3
AM Official	102.3	102.5	102.3	102.3
Karb close	102.3	102.5	102.3	102.3
Open int.	1,128			
Total daily turnover	1,128			

#### GRAINS AND OIL SEEDS

##### WHEAT LCE (\$/tonne)

	Close	High	Low	Open
Previous	115.00	115.25	114.75	115.00
High/Low	115.00	115.25	114.75	115.00
AM Official	115.00	115.25	114.75	115.00
Karb close	115.00	115.25	114.75	115.00
Open int.	115,000			
Total daily turnover	115,000			
WHEAT CBT (5,000 bu; \$/bu)				
Close	516.25	516.50	516.00	516.25
Previous	516.25	516.50	516.00	516.25
High/Low	516.25	516.50	516.00	516.25
AM Official	516.25	516.50	516.00	516.25
Karb close	516.25	516.50	516.00	516.25
Open int.	1,128			
Total daily turnover	1,128			
MAIZE CBT (5,000 bu; \$/bu)				
Close	362.75	363.00	362.50	362.75
Previous	362.75	363.00	362.50	362.75
High/Low	362.75	363.00	362.50	362.75
AM Official	362.75	363.00	362.50	362.75
Karb close	362.75	363.00	362.50	362.75
Open int.	1,128			
Total daily turnover	1,128			
SOYABEANS CBT (5,000 bu; \$/bu)				
Close	718.75	719.00	718.50	718.75
Previous	718.75	719.00	718.50	718.75
High/Low	718.75	719.00	718.50	718.75
AM Official	718.75	719.00	718.50	718.75
Karb close	718.75	719.00	718.50	718.75
Open int.	1,128			
Total daily turnover	1,128			

#### SOFTS

##### COFFEE LCE (\$/tonne)

Line	Vol	High	Low	Open	Int.	Sett	price	ct
115.30	43	146	144	Mar	852			
117.45	12	138	136	May	911			
119.10	17	681	681	Jul	930			
				Sep	963			
110.15	18	1	1	Nov	989			
				Jan	983			
				Total				
cents, 8,397								
cents (500 bushels)								
■ COCOA (COCOA)								
514.00	1,863	5,904	5,904	Mar	1225			
515.00	5,862	26,899	26,899	May	1254			
516.00	8,890	48,438	48,438	Jul	1265			
466.00	584	8,506	8,506	Sep	1286			
470.00	604	8,534	8,534	Nov	1322			
473.00	300	13,491	13,491	Jan	1349			
				Total				
cents (500 bushels)								
■ COCOA (COCOA)								
388.00	3,377	12,655	12,655	Mar	1858			
394.00	34,545	202,472	202,472	May	1778			
395.00	12,242	212,246	212,246	Jul	1788			
329.50	1,080	36,417	36,417	Sep	1731			
318.00	908	85,994	85,994	Nov	1708			
316.00	544	7,588	7,588	Jan	1708			
				Total				
cents (500 bushels)								
■ COFFE (L)								
108.50	5	288	288	Mar	2003			
108.00	2	1731	1731	May	1858			
				Jul	1788			
				Sep	1708			
				Nov	1708			
				Jan	1708			
				Total				



## INTERNATIONAL CAPITAL MARKETS

## Prices off lows in late trading

By Samer Iskander in London and Lisa Bransten in New York

International government bond markets resumed their slide early yesterday, extending Friday's losses, but were better supported in the afternoon as investors were attracted by higher yields.

Most European markets ended slightly down, but off their lows, while US Treasuries recouped some of last week's losses. Analysts were divided as to the future direction of the market. Some observers now believe the yield on the 30-year US Treasury bond could climb again soon, to reach 7 per cent or more.

Mr Michael Burke, a senior economist at Citibank in London, is particularly bearish and perceives "pessimism over US short-term rates", which could spill into other markets, because for the last three years European government bonds have been unable to decouple from the US market.

Mr Burke fears that this "could be a re-run of 1994", which saw bond yields rise substantially in most markets.

Others believe that traders over-reacted to last week's stronger than expected employment data in the US, although most analysts agree that a cut in interest rates by the Federal Reserve is highly unlikely in coming weeks, or even months.

Mr Mark Fox, a strategist at Lehman Brothers, believes "the sell-off in the long end was overdone", and expects institutional investors to buy long-dated paper, especially the French OAT and German bund markets, where yields are believed to have reached attractive levels.

After starting the morning by resuming Friday's fall, US Treasury prices had regained their footing by early afternoon and moved modestly higher as bargain hunters interested in the higher yields moved in to the market. In morning trading, the

benchmark 30-year Treasury had added a drop of nearly 1/8 point to Friday's three-point sell-off, sending the yield close to 6.8 per cent.

Treasuries, which had begun to rise at mid-morning, dipped briefly after the Commerce Department said new home sales had risen by 4.1 per cent in January, slightly more than the market had anticipated.

By noon, however, prices had reversed course as bargain hunters returned to the market and the long bond was stronger at 92 1/4 to yield 6.692 per cent.

## GOVERNMENT BONDS

At the short end, the two-year note was up 1/8 at 96 1/2, yielding 5.720 per cent. Several analysts said that bonds overshot their fair value on the negative side on Friday and therefore there was value to be picked up in the wake of the sell-off.

Mr Les Naberger, chief fixed income officer at Massachusetts Financial Services, a mutual company, said he saw the long bond as relatively cheap with yields between 6 1/2 per cent and 7 per cent.

The market's focus is now on the February consumer and producer price information, due on Thursday and Friday, respectively.

Despite last Friday's strong employment figures, there was little evidence of a reappearance of inflationary pressures in that data and the market will be watching to see if such pressures remain subdued.

UK gilts were extremely volatile, but trading volume was relatively thin. The June long gilt future settled at 104 1/4, down 1/4 but more than a full percentage point higher than its intra-day low of 103 1/4.

Mr Andrew Roberts, a bond strategist at UBS Limited, believes the recent correction

was unfounded, especially on short-term yields.

On Life, the June short sterling contract closed at 93.57, giving an implied three-month rate of 6.13 per cent. The December maturity closed at 93.26, after trading as low as 93.13, reflecting expectations that three-month rates would rise to 6.87 per cent in the next nine months.

"There is no reason for the market to expect short-term rates to rise by 75 basis points before the end of the year, when manufacturing seems to be in a near-recessionary state", Mr Roberts said.

Economic data released yesterday showed industrial output fell 0.5 per cent in January, compared with market expectations of no change. Input prices were down 0.3 per cent in February, which is a sign that inflationary pressures remain subdued.

The UK yield curve has moved substantially since Friday. The spread between five and 10-year gilts has narrowed by 15 basis points, while the differential between 10-year and two-year yields flattened by 30 basis points to 120 points — a move which is unjustified, according to Mr Roberts, but offers "a lot of value in the short end of the curve".

French bonds added to last Friday's losses, closing lower but well above their intra-day lows. The March 10-year future closed at 120.80, down 0.05, but up from its opening level of 120.12. The March 3-month future closed at 95.53, down 0.08.

In the cash market, 10-year OATs were better bid and ended the day higher, yielding 6.66 per cent, while the spread over 10-year bonds narrowed to 13 basis points.

German bunds were also very volatile, losing almost one percentage point in early trading, but recovered later to settle slightly higher. The June bund contract ended at 103.55, up 0.07, and the

June three-month euromark future closed at 96.73.

Mr Fox, at Lehman Brothers, said traders were initiating flattening trades — transactions aiming to take advantage of a yield curve flattening by selling short dated paper and buying longer dated maturities.

The trend in European high-yielding markets was similar to that of bigger continental bonds. Life's June futures contract at 108.44, down 0.23, recovering from a low of 107.55.

The March future on 10-year Spanish bonds closed at 98.60, down 0.26, in moderate trading. Without any significant political developments in Spain, bonds derived their inspiration from bunds and US Treasuries, while the peseta remained firm against the D-Mark.

Traders will now await the release of February inflation data and the results of a repo tender, both due on Wednesday, to assess the likelihood of an easing by the central bank of its key rate, currently at 8 per cent.

A monetary easing had been widely expected by market participants in the past few weeks, and analysts believe that it has been temporarily delayed due to political uncertainty following the election that took place on March 3, when the Popular Party won but did not have a sufficient majority to govern.

The DTB, the Deutsche Börse's screen-based futures market, has decided to raise margin requirements for trading in its bund and bobli futures, as well as options related to these contracts.

The margin on both futures and options was raised from 1.2 points (DM3,000 per contract) to 1.6 points (DM4,000). The margin on bund futures and options was raised from 1.4 points (DM3,500) to 2.0 points (DM5,000).

According to Deutsche Börse, this move was decided by the DTB in reaction to increased volatilities.

## Risks of repo 'vary markedly' in Europe

By Conner Middelmann

Acceptance of securities sale and repurchase agreements — or repos — as financial instruments by fixed-income funds continues to grow in Europe, says Moody's Investors Service, the rating agency.

However, it notes that the risks of each type of repo can vary markedly, depending on factors such as collateral quality, operational procedures and custodial practices.

"As more European fund managers move toward the use of repurchase transactions, we believe that participants must develop sound legal repurchase documentation and high quality custody, trading and accounting systems," says Moody's.

Moody's describes the three most common repos used in Spain, France, Luxembourg, Italy, Austria and the UK.

The least risky is the "true" repo, which is documented under a simple written agreement that spells out requirements such as collateral margin levels, permissible securities, and substitution and netting rights.

Slightly riskier is the "buy-and-sell-back" transaction, which involves the outright purchase of a security from a counterparty in the spot market and its separate yet simultaneous sale back to the counterparty in the forward market. It generally obliges the seller to buy back the collateral but does not have special documentation other than trade confirmations.

Most risky is the so-called "reverse" transaction, which is similar to a sell and buy-back transaction except the seller has the option but not the obligation to buy back the collateral and may not do so for commercial reasons, such as a fall in bond prices.

## Shift in sentiment towards floating-rate offerings

By Conner Middelmann

The primary eurobond market was in a state of near paralysis yesterday as nervousness in underlying government bond markets, sparked by Friday's plunge in US Treasuries, kept participants sidelined.

Fixed-rate bonds have suffered particularly, with spreads on recently issued paper widening by about 2 to 3 basis points as investors offloaded spread product, dealers said.

Seeking shelter from volatility in the fixed-rate markets, many have retreated into cash while others have opted for floating-rate bonds, which tend to be less sensitive to interest-rate fluctuations.

"The environment is better for floaters than it has been in a while — a lot of investors are looking for protection," said one syndicate official.

Several issuers decided to capitalise on this shift in sentiment.

and Portugal yesterday announced its long-awaited DM1.5bn eurobond, a five-year floating-rate issue to be launched today. The notes will be priced to yield one basis point below three-month Libor at the 98.815 re-offer price.

## INTERNATIONAL BONDS

While the pricing was considered tight by some dealers, others said there is a dearth of floating-rate notes issued by European-Union sovereigns, justifying the pricing.

"The current market environment favours floaters, there hasn't been much supply lately and there are quite hefty redemptions coming up," said one dealer. FXN for Sweden, Finland and Spain all trade at between 3 and 4 basis points below Libor, he said.

The Portugal issue will be jointly led by Commerzbank, Deutsche Morgan-Graeff and J.P. Morgan.

Another floating-rate offering is likely to be launched today for the Hellenic Republic, which is expected to issue \$500m of seven-year notes yielding around 85 basis points over Libor at the re-offer price. CS First Boston and Salomon Brothers are likely to act as joint book-runners.

Cariplo, the Italian bank, was even quicker to tap into investor appetite for floating-rate notes by issuing \$300m of five-year paper yesterday at a re-offer yield of 10.5 basis points over Libor and at all-in costs of 145 basis points.

While lead manager Lehman Brothers reported good sales, several other houses grumbled at the tight pricing. "Bidding for it last week was very competitive — a lot of underwriters balked at a deal inside 15 basis points over," said one trader.

## NEW INTERNATIONAL BOND ISSUES

Borrower	Amount	Coupon	Price	Maturity	Yield	Spread	Book-runner
US POLYCORP	200	(4)	98.58	Apr 2001	0.175	-	Lehman Brothers
Cariplo/Italo	120	(4)	100.00	Apr 1999	undated	-	Deutsche Morgan-Graeff
Cariplo/Italo	100	(4)	100.04	May 1997	0.075	-	Deutsche Morgan-Graeff
SWISS FRANC	150	4.00	101.50	Apr 2002	undated	-	Swiss Bank Corp
SWISS FRANC	100	4.00	100.325	Apr 2005	0.325	-	Nikko Europe

First terms, non-callable unless stated. Yield spread (over relevant government bond) at launch supplied by lead manager. \*Unrated. †Floating-rate notes. R: float re-offer price; L: float re-offer price; C: Callable at par from July 98; L: 100% Libor + 100bp; L: 50% Libor + 50bp; C: 50% Libor + 50bp; C: Payable in Australian dollars.

## Webs country fund launched

By Maggie Urry in New York

Morgan Stanley and BZW Barclays Global Fund Advisors, yesterday launched their version of a single country index share, similar to the product announced by Deutsche Morgan Grenfell last week.

The World Equity Benchmark Shares, or Webs, will trade on the American Stock Exchange and will attempt to track the Morgan Stanley Capital International country index for 17 countries.

Investors will be able to buy or sell short shares representing a stake in the index fund, enabling them to gain exposure to international markets more efficiently than they could through mutual funds.

the most common way US investors invest abroad. The shares will be priced in dollars, although their price will relate to the underlying value of the shares in the fund adjusted for exchange-rate movements.

They will trade and settle on the American Stock Exchange in the same way as other listed shares.

## WORLD BOND PRICES

BENCHMARK GOVERNMENT BONDS									
Coupon	Rate	Price	Days' change	Yield	Week ago	Month ago	Year ago	10-year	30-year
Australia	10.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
Austria	6.125	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
Belgium	7.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
Canada	8.750	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
Denmark	8.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
France	7.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
Germany	8.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
Italy	8.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
Japan	8.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
Netherlands	8.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
Spain	8.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
Sweden	8.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
UK Gilts	8.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
US Treasury	8.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17
ECU Treasury	8.000	102.06	102.8000	-2.880	8.08	8.37	8.17	8.08	8.17

Source: Reuters. \*Data for 10-year and 30-year yields are for the US Treasury market. †Data for 10-year and 30-year yields are for the UK Treasury market.

## US INTEREST RATES

Rate	One month	Two month	Three month	Six month	One year	Two year	Three year	Five year	Seven year	Ten year	30 year
Prime rate	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2	6 1/2
90-day T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
2-year T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
3-month T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
6-month T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
1-year T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
2-year T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
3-year T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
5-year T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
7-year T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
10-year T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2
30-year T-bill	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2	5 1/2

Source: Federal Reserve Bank of New York. \*Data for 10-year and 30-year yields are for the US Treasury market. †Data for 10-year and 30-year yields are for the UK Treasury market.

## BOND FUTURES AND OPTIONS

France

Open	Settle	Change	High	Low	Est. vol.	Open int.
Mar 120.12	120.80	-0.08	120.84	120.04	163,822	106,794
Jun 120.12	120.72	-0.04	120.78	119.94	34,268	6,268
Sep 119.78	119.52	-0.04	119.96	118.78	325	2,524

LONG TERM FRENCH BOND OPTIONS (MATR)

Strike	Price	CALLS	PUTS
119	1.84	0.21	0.56
120	1.84	0.21	0.56
121	0.59	1.20	0.82
122	0.20	0.51	1.84
123	0.05	0.05	0.05

Est. vol. total: Calls 30,560 Puts 30,572. Previous day's open int.: Calls 151,426 Puts 132,307

Germany

Open	Settle	Change	High	Low	Est. vol.	Open int.
Jun 94.72	95.54	-0.06	95.61	94.70	338,523	22,999
Sep 94.20	94.71	-0.05	94.80	94.00	86	3,316

UK Gilts Prices

Rate	Yield	52 week
10-year	6.13	6.13
30-year	6.17	6.17

Source: Reuters. \*Data for 10-year and 30-year yields are for the US Treasury market. †Data for 10-year and 30-year yields are for the UK Treasury market.

France

Open	Settle	Change	High	Low	Est. vol.	Open int.
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## BOND FUTURES AND OPTIONS (LIFE) DM250.00 points of 100%

Strike	Price	CALLS	PUTS
100	1.12	0.21	0.56
101	1.12	0.21	0.56
102	0.59	1.20	0.82
103	0.20	0.51	1.84
104	0.05	0.05	0.05

Est. vol. total: Calls 30,560 Puts 30,572. Previous day's open int.: Calls 151,426 Puts 132,307



# CURRENCIES AND MONEY

## MARKETS REPORT

# Dollar steady as US asset markets stabilise

By Philip Gawth

Foreign exchanges had a fairly steady day yesterday, with the much feared melt-down in financial markets not materialising. The weakness in Asian and early European trading did not extend to New York, and the firmer tone to US equity and bond prices, after the large falls seen on Friday, helped support the dollar. It finished little changed in London at DM1.4824, from DM1.4830, and at ¥105.245 from ¥105.825.

There was little movement in currencies in Europe. The D-Mark finished at FF3.427 against the French franc, from FF3.425.

The pound finished slightly weaker against the D-Mark, at DM2.2592, from DM2.2642.

Against the dollar it closed at \$1.5249, from \$1.5262.

The nervousness in European bond and equity markets yesterday morning spread to the futures markets. The

December short sterling contract, for example, fell to 98.13, one stage, from Friday's close of 98.49. When New York markets showed that the sell-off was not going to continue, they rallied to close at 98.36.

The South African rand remained weak ahead of tomorrow's budget, which is expected to contain some announcement of a further relaxation in exchange controls. The rand remained stable, amid central bank claims that it had "over-depreciated".

Currency markets were clearly looking to take a lease from the performance of bond and equity markets. In the event, the worst fears of Friday's sell-off extending into a

broad-based melt-down did not materialise, with the dollar left on the sidelines.

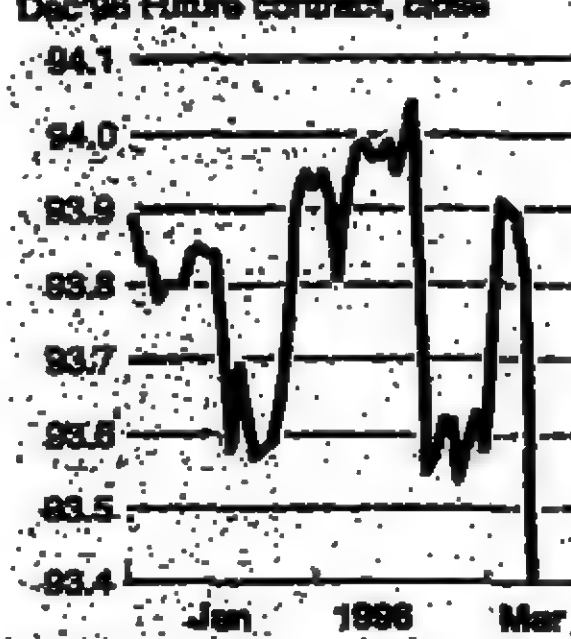
In the eyes of some observers, Friday's payroll report anyway deserved to be treated with some scepticism. Mr Dave Munro, chief US economist at High Frequency Economics in New York, said: "The jobs report said that hourly earnings fell by 0.1 per cent at the same time that payroll jobs were exploding by 8 per cent annualized. It isn't plausible to be shaving earnings while pushing up jobs at eight times trend from a base of full employment. These stats do not reflect the business cycle."

They reflect the 30 per cent cut in real output in the past decade.

There were also conflicting assessments of how well the dollar has performed in recent days. Mr Steve Hannah, director of research at IBI International in London, said: "The dollar has performed rather

## Short sterling

December Future contract, close



Source: FT-SE

Mr Hannah said the background of China-Taiwan tensions was also "classic buy the dollar material". He concluded that "if the dollar was going to move up from here, it would have done so by now."

Also relevant, said Mr Hannah, was that Mr Fred Bergsten, the US economist, had undoubtedly struck a chord with his view, echoed though it was, that the yen would rise to ¥90-100 in the next few weeks. He said markets were nervous that the dollar might become hostage to a protectionist undercurrent in the US presidential debate, notwithstanding the Bank of Japan's clear preference for a ¥100-110 trading range.

By contrast, Mr Paul Chertkow, head of global currency research at UBS in London, said that the dollar had "held up very well". He said the 2-3 per cent sell-off in leading Asian and European markets had left the dollar unscathed.

Mr Chertkow said the dol-

lar's fortunes still appeared to be more in the hands of short-term traders, who pay attention to changes in short-term interest rate differentials, rather than to shifts in asset prices.

Further, Mr Chertkow maintains that contrary to fears of large-scale repatriation before the financial year end, which would push the dollar lower, Japanese institutions are likely to raise their weighting of foreign assets in the new fiscal year.

He said the dollar's failure to do better, given the favourable backdrop, could be attributed to fears that falling US bond and equity prices would push the dollar lower.

## WORLD INTEREST RATES

MONEY RATES	Over night	One month	Three months	Six months	One year	Long term	Debt	Repo
Belgium	3 1/4	3 1/4	3 1/4	3 1/4	3 1/4	7.00	3.00	-
France	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	5.00	3.00	-
Germany	3 1/4	3 1/4	3 1/4	3 1/4	3 1/4	5.00	3.00	3.30
Italy	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5.00	3.00	3.30
Japan	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5.00	3.00	3.30
UK	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5.00	3.00	3.30
US	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5.00	3.00	3.30

US LIBOR FT London	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5.00	3.00	-
US Dollar CDs	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4.84	4.84	-
US Dollar T-bills	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4.84	4.84	-
US Dollar T-bonds	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4.84	4.84	-
US Dollar T-notes	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4.84	4.84	-

EURO CURRENCY INTEREST RATES	Short term	7 days	One month	Three months	Six months	One year
Belgium	3 1/4	3 1/4	3 1/4	3 1/4	3 1/4	3 1/4
France	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4	4 1/4
Germany	3 1/4	3 1/4	3 1/4	3 1/4	3 1/4	3 1/4
Italy	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4
Japan	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4
UK	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4
US	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4	5 1/4

## POUND SPOT FORWARD AGAINST THE POUND

Mar 11	Closing mid-point	Change on day	30-day forward	60-day forward	90-day forward	One month	Three months	One year	JP Morgan
Europe	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Australia	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Belgium	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Denmark	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Finland	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
France	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Germany	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Greece	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Ireland	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Italy	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Luxembourg	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Netherlands	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Norway	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Portugal	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Spain	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Sweden	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Switzerland	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
UK	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
US	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
SDR	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Americas	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Argentina	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Brazil	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Canada	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Mexico	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
USA	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Pacific/Middle East/Africa	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Australia	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Hong Kong	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
India	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Japan	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Malaysia	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
New Zealand	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Philippines	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Saudi Arabia	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Singapore	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
South Africa	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
South Korea	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Taiwan	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
Thailand	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7
TR	15.8978	-0.0368	810 - 846	15.8910	15.8985	15.8978	15.8978	15.8978	105.7

## CROSS RATES AND DERIVATIVES

EXCHANGE CROSS RATES									
Mar 11	SPY	QAT	FF	DM	Y	L	FR		
Belgium	(BF) 100	18.79	10.67	4.893	2.093	5790	5.645		
Denmark	(DK) 33.12	10.67	2.558	1.118	2730	2.987			
France	(FF) 60.01	11.26	10.216	1.258	3078	3.267			
Germany	(DM) 20.58	9.986	3.427	1	1.430	1059	1.210		
Ireland	(IR) 47.78	3.051	7.964	0.355	0.585	2.602			
Italy	(L) 3.494	3.055	0.095	0.041	1.101	1.106			
Japan	(Y) 18.57	3.432	3.061	0.893	0.834	942.3	1		
Norway	(NOK) 47.47	8.936	7.878	2.259	0.989	2458	2.674		
Portugal	(P) 19.26	3.787	0.875	0.193	0.193	1.931	1.931		
Spain	(P) 16.66	4.696	4.074	1.199	0.512	1264	1.264		
Sweden	(SK) 44.58	8.778	7.428	2.118	0.893	2287	2.287		
Switzerland	(SF) 25.37	4.976	4.228	1.234	0.851	1301	1.301		
UK	(S) 46.45	6.735	4.557	1.254	0.727	2.659			
US	(D) 22.29	4.189	3.714	1.040	0.498	1143	1.214		
US	(S) 30.48	5.776	5.079	1.482	0.838	1194	1.259		
Japan	(Y) 28.92	4.558	4.820	1.407	0.605	1484	1.575		
Spain	(P) 30.14	7.199	6.407	1.875	0.544	1273	1.373		
Source: Reuters, Reuters, Reuters, Reuters, Reuters, Reuters, Reuters, Reuters, Reuters, Reuters									







**LEISURE & HOTELS - Cont.****OTHER FINANCIAL - Cont.****PROPERTY - Cont.**

### SUPPORT SERVICES - Cont

**ARM - Cont**[illegible]

## OIL EXPLORATION & PRODUCTION

PHARMACEUTICALS									
	Rank	Company	Y01	Y02	Y03	Y04	Y05	Y06	Y07
	1	Abbott	100	100	100	100	100	100	100
	2	Pfizer	95	95	95	95	95	95	95
	3	Merck & Co.	90	90	90	90	90	90	90
	4	Novartis	85	85	85	85	85	85	85
	5	Roche	80	80	80	80	80	80	80
	6	Glaxo	75	75	75	75	75	75	75
	7	Sanofi-Sintabo	70	70	70	70	70	70	70
	8	Amgen	65	65	65	65	65	65	65
	9	Boehringer-Ingelheim	60	60	60	60	60	60	60
	10	Eli Lilly	55	55	55	55	55	55	55
	11	Novartis	50	50	50	50	50	50	50
	12	Novartis	45	45	45	45	45	45	45
	13	Novartis	40	40	40	40	40	40	40
	14	Novartis	35	35	35	35	35	35	35
	15	Novartis	30	30	30	30	30	30	30
	16	Novartis	25	25	25	25	25	25	25
	17	Novartis	20	20	20	20	20	20	20
	18	Novartis	15	15	15	15	15	15	15
	19	Novartis	10	10	10	10	10	10	10
	20	Novartis	5	5	5	5	5	5	5

## LEISURE & HOTELS

## OTHER FINANCIAL

## PHARMACEUTICALS

**RETAILERS, GENERAL - Cont.****TOBACCO**

## TRANSPORT

## WATER

## GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service delivered by FT Exel, a member of Financial Times Group.

Closing mid-prices are shown in pence unless otherwise stated. Highs and lows are based on intra-day mid-prices over a rolling 52 week period. Where stocks are denominated in currencies other than sterling, this is indicated after the name. Symbols referring to dividend status appear in the notes column daily as guide to yields and P/E ratios. Dividends and Dividend covers are published on Monday.

Market capitalization shown is calculated separately for each line of stock quoted.

Earnings used in calculations are based on BMF "Headline Earnings" Turnover.

Price/earnings ratios are based on latest annual reports and accounts and, where possible, are updated on interim figures.

Yields are based on end-prices, are gross, adjusted for a dividend tax rate of 20 per cent and allow for value of declared distribution and rights.

Estimated Net Asset Values (NAV)s are shown for investment trusts, in pence per share, along with the percentage discounts (Dist) or premiums (Pm) to the current closing share price. The NAV bases assumes prior charges at par value, convertibles converted and warrants exercised if dilutable except as noted.

- ☐ Indicates the most actively traded stocks. This includes UK stocks where transactions and prices are published continuously through the Stock Exchange Automated Quotation system (SEAO) and non-UK stocks through the SEAO International system.
- Highs and lows marked thus have been adjusted to allow for capital

- † Interim since increased or resumed
- ‡ Interim since reduced, paused or deferred
- Ⓢ Figures or report audited
- ◆ Rule 2.1(p)(ii) Overseas Incorporated companies listed on an approved exchange.
- ◆ 5-year anniversary report available on publicly listed companies

\* See announcement for IPO's issuance; see issues below.  
 \* USRA not listed on Stock Exchange and company not subjected to same degree of regulation as listed securities.  
 † Rule 4.2(a) lists incorporated non-listed companies.  
 ‡ Price at time of suspension  
 § Indicated dividend yield after pending scrip and/or rights issue.  
 ¶ Former bid or recommendation by advisors

§ Forecast dividend yield, p/r based on earnings updated by latest interim statement.  
 † Unregulated collective investment scheme.

	Yield based on annualised dividend	ACT guidelines. x Dividend yield Im-	1995-96. R Forecast annuities
1	1.1	1.1	1.1
2	1.2	1.2	1.2
3	1.3	1.3	1.3
4	1.4	1.4	1.4
5	1.5	1.5	1.5
6	1.6	1.6	1.6
7	1.7	1.7	1.7
8	1.8	1.8	1.8
9	1.9	1.9	1.9
10	2.0	2.0	2.0
11	2.1	2.1	2.1
12	2.2	2.2	2.2
13	2.3	2.3	2.3
14	2.4	2.4	2.4
15	2.5	2.5	2.5
16	2.6	2.6	2.6
17	2.7	2.7	2.7
18	2.8	2.8	2.8
19	2.9	2.9	2.9
20	3.0	3.0	3.0
21	3.1	3.1	3.1
22	3.2	3.2	3.2
23	3.3	3.3	3.3
24	3.4	3.4	3.4
25	3.5	3.5	3.5
26	3.6	3.6	3.6
27	3.7	3.7	3.7
28	3.8	3.8	3.8
29	3.9	3.9	3.9
30	4.0	4.0	4.0
31	4.1	4.1	4.1
32	4.2	4.2	4.2
33	4.3	4.3	4.3
34	4.4	4.4	4.4
35	4.5	4.5	4.5
36	4.6	4.6	4.6
37	4.7	4.7	4.7
38	4.8	4.8	4.8
39	4.9	4.9	4.9
40	5.0	5.0	5.0
41	5.1	5.1	5.1
42	5.2	5.2	5.2
43	5.3	5.3	5.3
44	5.4	5.4	5.4
45	5.5	5.5	5.5
46	5.6	5.6	5.6
47	5.7	5.7	5.7
48	5.8	5.8	5.8
49	5.9	5.9	5.9
50	6.0	6.0	6.0
51	6.1	6.1	6.1
52	6.2	6.2	6.2
53	6.3	6.3	6.3
54	6.4	6.4	6.4
55	6.5	6.5	6.5
56	6.6	6.6	6.6
57	6.7	6.7	6.7
58	6.8	6.8	6.8
59	6.9	6.9	6.9
60	7.0	7.0	7.0
61	7.1	7.1	7.1
62	7.2	7.2	7.2
63	7.3	7.3	7.3
64	7.4	7.4	7.4
65	7.5	7.5	7.5
66	7.6	7.6	7.6
67	7.7	7.7	7.7
68	7.8	7.8	7.8
69	7.9	7.9	7.9
70	8.0	8.0	8.0
71	8.1	8.1	8.1
72	8.2	8.2	8.2
73	8.3	8.3	8.3
74	8.4	8.4	8.4
75	8.5	8.5	8.5
76	8.6	8.6	8.6
77	8.7	8.7	8.7
78	8.8	8.8	8.8
79	8.9	8.9	8.9
80	9.0	9.0	9.0
81	9.1	9.1	9.1
82	9.2	9.2	9.2
83	9.3	9.3	9.3
84	9.4	9.4	9.4
85	9.5	9.5	9.5
86	9.6	9.6	9.6
87	9.7	9.7	9.7
88	9.8	9.8	9.8
89	9.9	9.9	9.9
90	10.0	10.0	10.0
91	10.1	10.1	10.1
92	10.2	10.2	10.2
93	10.3	10.3	10.3
94	10.4	10.4	10.4
95	10.5	10.	

Y Figures based on prospectus or other official estimates.  
Z Dividend yield to date

a Rights issue pending  
 b Earnings based on  
 preliminary figures.  
 c Dividend yield  
 excludes a special  
 payment.  
 d Rights issue pending  
 e Rights issue.  
 f Yield based on  
 prospectus or other  
 official estimates for  
 1995.  
 g Yield based on

1 Indicates dividend  
2 yield, p/e ratio based on  
3 latest annual earnings.  
4 In Forecast, or extended  
5 annualized dividend  
6 yield, p/e based on  
7 prospectus or other  
8 official estimates for  
9 1986  
10 Estimated annualized  
11 yield, p/e based on  
12 latest annual earnings.  
13 See

Abbreviations:  
AC on dividend;  
SC to 100% share;  
ST or rights;

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**Rockwell**

<p> <b>US DOLLAR</b>            1985/86            1986/87            1987/88            1988/89            1989/90            1990/91            1991/92            1992/93            1993/94            1994/95            1995/96            1996/97            1997/98            1998/99            1999/00            2000/01            2001/02            2002/03            2003/04            2004/05            2005/06            2006/07            2007/08            2008/09            2009/10            2010/11            2011/12            2012/13            2013/14            2014/15            2015/16            2016/17            2017/18            2018/19            2019/20            2020/21            2021/22            2022/23            2023/24            2024/25            2025/26            2026/27            2027/28            2028/29            2029/30            2030/31            2031/32            2032/33            2033/34            2034/35            2035/36            2036/37            2037/38            2038/39            2039/40            2040/41            2041/42            2042/43            2043/44            2044/45            2045/46            2046/47            2047/48            2048/49            2049/50            2050/51            2051/52            2052/53            2053/54            2054/55            2055/56            2056/57            2057/58            2058/59            2059/60            2060/61            2061/62            2062/63            2063/64            2064/65            2065/66            2066/67            2067/68            2068/69            2069/70            2070/71            2071/72            2072/73            2073/74            2074/75            2075/76            2076/77            2077/78            2078/79            2079/80            2080/81            2081/82            2082/83            2083/84            2084/85            2085/86            2086/87            2087/88            2088/89            2089/90            2090/91            2091/92            2092/93            2093/94            2094/95            2095/96            2096/97            2097/98            2098/99            2099/00            2100/01            2101/02            2102/03            2103/04            2104/05            2105/06            2106/07            2107/08            2108/09            2109/10            2110/11            2111/12            2112/13            2113/14            2114/15            2115/16            2116/17            2117/18            2118/19            2119/20            2120/21            2121/22            2122/23            2123/24            2124/25            2125/26            2126/27            2127/28            2128/29            2129/30            2130/31            2131/32            2132/33            2133/34            2134/35            2135/36            2136/37            2137/38            2138/39            2139/40            2140/41            2141/42            2142/43            2143/44            2144/45            2145/46            2146/47            2147/48            2148/49            2149/50            2150/51            2151/52            2152/53            2153/54            2154/55            2155/56            2156/57            2157/58            2158/59            2159/60            2160/61            2161/62            2162/63            2163/64            2164/65            2165/66            2166/67            2167/68            2168/69            2169/70            2170/71            2171/72            2172/73            2173/74            2174/75            2175/76            2176/77            2177/78            2178/79            2179/80            2180/81            2181/82            2182/83            2183/84            2184/85            2185/86            2186/87            2187/88            2188/89            2189/90            2190/91            2191/92            2192/93            2193/94            2194/95            2195/96            2196/97            2197/98            2198/99            2199/00            2200/01            2201/02            2202/03            2203/04            2204/05            2205/06            2206/07            2207/08            2208/09            2209/10            2210/11            2211/12            2212/13            2213/14            2214/15            2215/16            2216/17            2217/18            2218/19            2219/20            2220/21            2221/22            2222/23            2223/24            2224/25            2225/26            2226/27            2227/28            2228/29            2229/30            2230/31            2231/32            2232/33            2233/34            2234/35            2235/36            2236/37            2237/38            2238/39            2239/40            2240/41            2241/42            2242/43            2243/44            2244/45            2245/46            2246/47            2247/48            2248/49            2249/50            2250/51            2251/52            2252/53            2253/54            2254/55            2255/56            2256/57            2257/58            2258/59            2259/60            2260/61            2261/62            2262/63            2263/64            2264/65            2265/66            2266/67            2267/68            2268/69            2269/70            2270/71            2271/72            2272/73            2273/74            2274/75            2275/76            2276/77            2277/78            2278/79            2279/80            2280/81            2281/82            2282/83            2283/84            2284/85            2285/86            2286/87            2287/88            2288/89            2289/90            2290/91            2291/92            2292/93            2293/94            2294/95            2295/96            2296/97            2297/98            2298/99            2299/00            2300/01            2301/02            2302/03            2303/04            2304/05            2305/06            2306/07            2307/08            2308/09            2309/10            2310/11            2311/12            2312/13            2313/14            2314/15            2315/16            2316/17            2317/18            2318/19            2319/20            2320/21            2321/22            2322/23            2323/24  </p>
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## US INDICES

INDEX FUTURES									
	Open	Settle	Change	High	Low	Est. vol.	Open int.		
■ S&P 500	Open Set Price	Change	High	Low	Est. vol.	Open int.			
Mar	627.00	631.50	-0.56	631.50	627.00	34,573	108,285		
Jun	626.50	631.50	0.00	631.50	626.50	125,469			
■ NASDAQ	Open Set Price	Change	High	Low	Est. vol.	Open int.			
Mar	827.00	831.50	-0.56	831.50	827.00	34,573	108,285		
Jun	826.50	831.50	0.00	831.50	826.50	125,469			
■ DAX	Open Set Price	Change	High	Low	Est. vol.	Open int.			
Mar	1425.00	1448.00	+3.75	1450.00	1415.00	7,774	21,560		
Jun	1426.00	1446.50	+1.50	1448.50	1414.50	295	1,349		
■ CAC-40	Open Set Price	Change	High	Low	Est. vol.	Open int.			
Mar	1940.00	1951.50	-24.00	1956.00	1920.00	36,577			
Jun	1945.00	1955.00	-24.00	1956.00	1920.00	36,577			
■ HSI	Open Set Price	Change	High	Low	Est. vol.	Open int.			
Mar	2410.00	2423.00	-25.00	2440.00	2387.50	45,527			
Jun	2415.00	2435.00	-25.00	2454.00	2390.00	45,527			
■ TOPIX	Open Set Price	Change	High	Low	Est. vol.	Open int.			
Mar	1980.00	1990.00	-10.00	1995.00	1970.00	12,000			
Jun	1985.00	1995.00	-10.00	1995.00	1970.00	12,000			



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AMERICA

# Rebound in Treasuries supports Dow

Wall Street

After a volatile morning, US share prices were mostly higher by early afternoon, easing Wall Street's fears that the day would bring a wave of carry-over selling after Friday's 171-point loss on the Dow Jones Industrial Average, writes Lisa Branstetter in New York.

For the first hour of trading, blue chip shares moved between positive and negative territory with the Dow jumping at the opening and then falling more than 26 points before stabilising with an upward bias.

At 1 pm the Dow was up 22.40 to 4,492.85, while the Standard & Poor's 500 lost 0.20 to 633.30 and the American SE composite was off 0.56 to 557.50. NYSE volume had reached 271m shares.

One factor helping shares was a rebound in US Treasury prices, which had led equities lower on Friday. After showing weakness early in the session, the benchmark 30-year Treasury was up half a point by midday, putting the yield at 6.571 per cent.

Rebounding technology and cyclical shares boosted the broader market. The Nasdaq composite, consisting of about 40 per cent technology issues, was the strongest of the major indices with a 10.33 gain to 1,074.06.

Internet-related issues were especially strong, bolstered by reports that Netscape Communications, the Internet software company, had signed alliances with two of the three major online services - CompuServe, a unit of H & R Block, and America Online.

Netscape's shares were up

85% or 14 per cent at \$454. America Online rose 4% or 10 per cent to \$48 and H & R Block was \$1 stronger at \$39.

Hopes that the economy was not about to sink into recession led to strength in cyclical shares and helped the Dow, which is weighted towards that sector, to outperform. The Morgan Stanley Index of cyclical shares added 1.8 per cent, while the counterpart index of consumer issues slipped 0.5 per cent.

Rising cyclical shares in the Dow included Allied Signal, up 1% at \$56, and Boeing, 1% ahead at \$30.

Interest rate-sensitive issues such as commercial banks mostly added to the sharp losses made on Friday as Wall Street wrote off the possibility that the Federal Reserve would lower interest rates again in the near term. J.P. Morgan, a component of the Dow, lost 1% on top of the \$4 surrendered on Friday, bringing the share price to \$79.

Canada

Toronto overcame early weakness by midday and the TSX 300 composite index was up from a low of 4,973.23 to stand 2.07 higher by noon at 4,997.50 in weak volume of 30.2m shares.

In late morning trade, six of the 14 sub-groups were higher, led by metals and minerals which picked up 0.8 per cent.

Against the trend among weaker gold stocks, the Denison-based Golden Star Resources, which is listed in the US and Canada, rose C\$3 to C\$17, while its subsidiary, Guyanor Resources, was C\$2% higher at C\$11.

Potash Corp of Saskatchewan gained C\$2% at C\$89.

EUROPE

# Bonds pose a question after rollercoaster day

A rollercoaster day saw senior bonds, 15 to 1.75 per cent off at the opening, stretch their losses to 2 or 2.5 per cent by mid-afternoon as traders positioned themselves for another 50 or 60-point drop in the Dow.

The worst did not happen; bourses recovered some ground, helped at the end by a rally in the bond markets.

However, Mr John Blackley at James Capel noted higher than expected US home sales figures which, combined with a 1.6 per cent rise in German industrial production in January, suggested that bonds would retreat in the weeks ahead, and that equities would be unsettled as a result.

FRANKFURT'S Dax index ended 29.06 lower at a bid-indicated 2,419.72, after bottoming 2.5 per cent down at 2,387.74.

Volkswagen fell DM18.80 to DM528.80. Mr Gebhard Klingenstein at BZW in Frankfurt said that last week's revival of Opel/VW litigation provided investors with an excuse to sell after the stock hit DM550.

The same, he said, applied to Adidas, down DM53.30 to DM96.50 as it was brought into

THE DAY'S FALLS	
	% Change
Madrid	-1.4
Milan	-1.4
Amsterdam	-1.3
Paris	-1.3
Frankfurt	-1.2
Zurich	-1.2

litigation by minority shareholders in Bernard Tapie Finance; and to Thyssen, off another DM7.45 to DM270.65 following an exemplary placing of 15 per cent of the equity by Commerzbank and UBS.

Commerzbank itself lost DM9 at DM227 as professionals took the weekend story of tax arrears, packaged with its Fokker and Bremer Vulkan involvements, and hung it around the bank's neck.

AMSTERDAM featured BolsWessanen and DSM as the AEX index closed 6.80 lower at 507.69, up from a low of 502.38.

BolsWessanen lost F12.20 or 6.2 per cent to F138.50 after the food and drinks group reported a 20 per cent fall in 1995 profits and forecast that 1996 would probably see flat earnings.

DSM watchers expressed sur-

prise at the government's policy, and its timing, in saying yesterday that it was going to complete its phased privatisation of the country's second-largest chemicals company by selling its remaining 11 per cent stake later this month.

The stock receded F11.70 to F1152.30.

The major multinational groups exposed to the US markets saw turbulent trade, with Royal Dutch, for instance, off F14.80 to F1226.30.

PARIS fell to a session's low of 1,919.07 before the CAC-40 index recovered, closing with a loss of 26.57 to 1,948.88. Turnover was an average FF4.4bn, with activity gaining momentum in the afternoon.

Alcatel Alsthom slipped FF6.80 to FF432.20 in spite of announcing that it was forming an alliance with Sharp, of Japan, for the development of electronic products such as mobile telephones.

Lafarge shed FF4.60 to FF337.20 after reporting 1995 profits much in line with market expectations; while Promodes weakened FF2.25 to FF124.90 following 1995 figures, released on Friday.

FT-SE Actuaries Share Indices

Hourly changes		Open	10.30	11.00	12.00	13.00	14.00	Close
FT-SE Actuaries 100	1583.32	1581.28	1580.35	1580.98	1580.48	1580.37	1581.13	1582.17
FT-SE Actuaries 200	1637.78	1635.64	1634.09	1634.74	1635.51	1637.45	1640.81	1642.34

THE EUROPEAN SERIES		Mar 6	Mar 7	Mar 8	Mar 9	Mar 10	Mar 11
FT-SE Actuaries 100	1587.72	1587.55	1586.63	1586.41	1587.02	1587.02	1587.02
FT-SE Actuaries 200	1642.90	1642.83	1642.80	1642.80	1642.80	1642.80	1642.80

ZURICH picked up late in the day, the SMI index finishing 43.5 down at 3,508.2, after 3,471.4.

SBC and Zurich Insurance bucked the trend on speculation that the companies might be prompted by last week's merger between Sandoz and Ciba to deepen their already existing co-operation.

SBC added Sfr3 to Sfr456 and Zurich gained Sfr10 to Sfr331, although many analysts expressed scepticism that any further links were likely. Sandoz gave up Sfr50 to Sfr1,300 and Ciba Sfr13 to Sfr1,382 on further profit-taking after last Thursday's large gains in both stocks.

Alusuisse declined Sfr19 to Sfr55. Enskilda Securities, which downgraded the stock,

closed 4.80 down at Sfr24. But there were conflicts in assumption, where Continental, the supermarket chain, fell 15 per cent to Pta2,005, while Viscofan, the sausage skin maker, closed Pta70 higher at Pta1,000. However, Viscofan was standing close to Pta3,500 less than two years ago.

WARSAW retreated after rising every session for the previous two weeks. Analysts blamed profit-taking, and said that most investors did not appear to be influenced greatly by outside factors. The Wig index fell 4.4 per cent to 11,419.2.

IN BUDAPEST, both domestic and foreign institutions were seen looking in profits following the market's healthy rise in recent sessions. The BUX index lost 89.24 or 3.8 per cent to 2,223.74. Turnover fell from Ft12.4m to Ft417.4m.

Brokers said the retreat appeared to be almost entirely related to profit-taking, with banks and pharmaceuticals leading the downward.

Written and edited by William Cochrane, Michael Morgan and John Pitt

ASIA PACIFIC

# Nikkei at year's low and Hong Kong plunges 7.3%

Tokyo

Friday's Wall Street tumble shook investor confidence, and the Nikkei average fell to its lowest level for the year, writes Emiko Terazono in Tokyo.

The 225 index lost 359.58 at 19,746.76 and 20,058.41. Sales of high-tech stocks by overseas investors and technical selling hit share prices in early trading, while a steep fall in Hong Kong accelerated declines in the afternoon. Selling pressure also heightened ahead of a press conference by the ruling coalition party over the fate of the government's liquidation plan for the ailing jusen, or housing loan companies.

Volume was 390m shares, against 1,350m on Friday, the settlement day for March futures and options contracts. The Topix index of all first section stocks slid 18.42 to 1,525.48 and the Nikkei 300 by 3.30 to 284.48. Falls led rises by 964 to 151, with 113 issues unchanged.

In London the ISE/Nikkei 50 index eased 0.06 to 1,327.86.

High-technology stocks retreated, Toshiba losing Y7 at Y766 and Fujitsu Y29 at Y967. Consumer electronics issues were also lower, with Sony down Y70 at Y6,180.

Bank shares, which had been hit by bearishness surrounding the government's jusen bail-out, continued to lose ground. Industrial Bank of Japan was off Y20 at Y2,660 and Sanwa Bank Y30 at Y1,970.

Some steels were higher on foreign buying. Nippon Steel, the most active issue of the day, put on Y1 at Y335.

Speculative stocks were mixed. Shinko Metals receded Y28 to Y685 but Dync, a book-binding cloth maker, jumped Y100 to Y876 on rumours that it was being targeted by a group of speculators.

In Osaka, the OSE average

dipped 207.38 to 21,099.23 in volume of 187.8m shares. Video game maker Nintendo fell Y20 to Y6,900 following last week's announcement of the delay in the launch of its 64-bit next generation game due to a lag in software development.

Roundup

Wall Street's fall was joined in the region by concern over the fresh Chinese military exercises off Taiwan. HONG KONG plunged in heavy trade, the Hang Seng index ending down 820.34 to 10,397.45, off an intra-day low of 10,306.82, its second largest one-day loss in terms of points, and the fifth biggest percentage drop. Analysts said the modest afternoon rally was related to some short-covering of index futures.

Mainly due to the Hong Kong losses, SHANGHAI's hard currency B index fell 1.385 to 50.210.

TAIPEI was again rocked by growing tensions with mainland China as the latter continued missile tests across the Taiwan Strait. The weighted index fell 88.08 to 4,711.43 in turnover of T\$25bn. On Saturday the market staged a modest gain of 4.42 points as the government activated the market stabilisation fund.

The Chinese foreign minister said on Monday that Taiwan's first direct presidential elections were part of a plot to win independence for the island.

China began missile tests in the sea near Taiwan last Friday and has announced that it would stage additional war games until March 20.

Brokers said a T\$200bn government stabilisation fund was expected to prevent the market from falling sharply.

SYDNEY ended at a new low for the year, domestic investors were worried additionally by today's mini budget, which followed the victory of Mr

THE DAY'S FALLS	
	% Change
Hong Kong	-7.3
Jakarta	-4.2
Sydney	-3.6
Bangkok	-3.5
Singapore	-3.5
Kuala Lumpur	-3.0
Manila	-2.3
Taipei	-2.0
Seoul	-1.8
Tokyo	-1.6
Bombay	-1.6
Wellington	-1.5

John Howard's Liberal/National coalition in last week's general election. The All Ordinaries index retreated 80.20 to 2,187.4.

While some brokers thought that the budget had already been factored into prices, others believed that the tough proposals likely to be contained in it would only exacerbate the market's negative mood.

The price of gold was seen as

one of the keys to market support over the next few sessions, and there were hopes that bullion would rebound over the short term.

BANGKOK closed at its lowest level since the middle of December. One bright spot was the fact that the SET index, 4 per cent down at the opening, recovered modestly to end 45.31 off at 1,365.56.

Dealers noted that some investors came in on the buy side to pick up major bank and finance issues.

SINGAPORE closed sharply lower, but off the day's lows, and the Straits Times Industrial index lost \$4.42 at \$2,316.34.

Volume was estimated at 191m shares. Losers were dominated by foreign issues held by overseas investors. DBS foreign shares dropped S\$1.80 to S\$18 after poorer than expected results posted by DBS Bank over the weekend.

KUALA LUMPUR suffered

its largest fall in points terms for two years, the composite index finishing 33.11 lower at 1,082.99. Analysts noted, however, that the index had picked up from the day's worst of 1,073.04 to finish above 1,080, regarded as a crucial support level.

SEOUL was concerned at the lack of long-awaited market boosting steps and the composite index declined 15.34 or 1.8 per cent to 848.29.

Analysts noted that comments by the finance and economy minister Rha Woong-bae on the possibility of reducing the stock transaction tax fell short of expectations.

Rha said that the government was considering cutting the tax, currently set at 0.45 per cent, to try to revive the flagging bourse.

YAKARTA recovered from the session's low point as some bargain hunters emerged. The composite index relinquished

23.55 to 544.34, after a 54.10 day's rise.

Analysts cautioned that while there was a modest rebound near the close, overall sentiment remained bearish.

WELLINGTON managed to steady itself after a sharp fall. The NZSE-400 capital index lost 30.97 to 2,413.34.

Among the main losers, Telecom receded 18 cents to NZ\$6.52, but brokers noted that other leading issues did not perform so badly given the circumstances.

BOMBEY was weak as last week's correction continued at the start of a new account in A group stocks. The BSE-30 index shed 52.99 to 3,281.66. KARACHI followed the regional trend, the KSE-100 falling 41.14 or 2.4 per cent to 1,596.45.

MANILA fell sharply in early trade before making a partial recovery. The composite index shed a net 66.14 to 2,810.65, after touching 2,783.15.

# Latam tracks US

After a shaky start the region's equity markets had staged a modest recovery by mid-session, although the trading environment remained very volatile. Dealers said that Wall Street would provide direction for the rest of the day.

In MEXICO CITY the IPC index had risen 18.71 to 2,755.07, although turnover was

reported to have been below average. There was a comment from some brokers that a number of investors were scouring the market for bargains.

SAO PAULO followed the US rebound and by midday the Bovespa index had made 806.49 to 47,526. BUENOS AIRES told a similar story, with the Merval index up 2.06 at 499.44.

MARKETS IN PERSPECTIVE

	% change in local currency			% change sterling		% change US\$	
	1 Week	4 Weeks	1 Year	Start of 1995	Start of 1996	Start of 1996	Start of 1996
Austria	-1.33	-1.14	+2.22	-3.86	+3.02	+0.51	
Belgium	+0.26	+0.52	+28.37	+20.77	+29.14	+25.99	
Denmark	-2.07	-1.94	+15.27	+10.57	+20.31	+17.37	
Finland	-1.14	-1.14	+5.73	-5.78	-0.75	-3.17	
France	-1.78	-2.08	+5.05	+5.71	+17.04	+1.19	
Germany	-1.06	+1.78	+19.68	+14.25	+22.35	+19.36	
Ireland	+0.84	+2.73	+27.80	+24.90	+30.02	+26.84	
Italy	-2.43	-7.17	-2.67	-4.47	+1.68	-0.80	
Netherlands	-0.11	+1.34	+27.99	+22.71	+31.40	+28.19	
Norway	-0.49	+2.48	+18.98	+5.84	+13.78	+11.00	
Spain	-3.72	-0.03	+27.79	+23.61	+30.04	+26.84	
Sweden	-2.83	+1.67	+30.69	+29.34	+44.79	+41.25	
Switzerland	+4.18	+8.27	+44.74	+34.70	+50.15	+46.47	
UK	-0.93	+0.21	+23.84	+20.60	+20.80	+17.66	
EUROPE	-0.70	+1.32	+22.62	+17.91	+23.97	+20.94	
Australia	-2.57	-0.58	+18.85	+17.14	+18.92	+16.02	
Hong Kong	+0.25	-0.32	+35.45	+34.46	+37.90	+34.54	
Japan	-1.43	-4.82	+16.01	-0.71	-4.05	-6.38	
Malaysia	+2.19	+5.22	+16.74	+12.57	+15.91	+13.08	
New Zealand	-1.29	+1.38	+4.84	+5.20	+1.25	+26.10	
Singapore	-2.65	-3.72	+23.24	+12.80	+19.68	+16.76	
Canada	-0.82	-3.05	+17.23	+15.67	+21.69	+18.72	
USA	-1.84	-3.11	+31.04	+37.80	+41.25	+37.90	
Mexico	-5.56	-8.39	+68.46	+13.87	+24.25	+26.10	
South Africa	-0.12	-2.95	+31.34	+10.51	+17.53	+14.66	
WORLD INDEX	-1.29	-2.27	+24.03	+18.75	+21.05	+18.10	

† Based on March 8 1996. © Copyright, FT-SE International Limited, Goldman, Sachs & Co. and Standard & Poor's. 1996. All rights reserved.

FT/S&P ACTUARIES WORLD INDICES

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INTERNATIONAL AND REGIONAL MARKETS										DOLLAR INDEX									
US Stocks in parentheses Foreign in brackets										US Stocks in parentheses Foreign in brackets									
	US Stocks	US Delta	US Index	US Delta	US Index	US Delta	US Index	US Delta	US Index		US Stocks	US Delta	US Index	US Delta	US Index	US Delta	US Index		
	US Stocks	US Delta	US Index	US Delta	US Index	US Delta	US Index	US Delta	US Index		US Stocks	US Delta	US Index	US Delta	US Index	US Delta	US Index		
FRIDAY MARCH 8 1996										THURSDAY MARCH 7 1996									
	US Stocks	US Delta	US Index	US Delta	US Index	US Delta	US Index	US Delta	US Index		US Stocks	US Delta	US Index	US Delta	US Index	US Delta	US Index		
Australia (81)	199.13	0.3	193.43	123.20	153.58	172.39	-0.9	3.82	198.44	199.29	122.80	126.57	172.88	199.24	156.79	181.12	199.12		
Austria (29)	193.67	-0.5	178.41	122.86	141.89	161.21	-0.1	1.82	194.50	197.78	132.02	141.86	194.19	199.28	181.11	192.22			
Belgium (24)	212.21	-0.7	208.14	141.96	153.67	159.87	-0.4	3.38	213.81	207.18	142.23	164.80	160.25	215.51	172.97	175.43			
Bract (21)	147.48	-0.8	143.28	88.85	113.75	297.01	-0.6	1.73	148.72	144.11	98.00	114.35	268.43	210.27	88.08	94.45			
Canada (101)	159.61	-1.1	149.92	152.78	116.46	152.03	-0.5	1.47	147.81	148.58	116.46	152.03	152.03	152.03	152.03	152.03			
Denmark (30)	285.54	-1.4	287.09	187.70	227.95	230.44	-1.1	1.86	286.78	290.47	198.54	230.47	232.90	230.17	232.41	263.88			
Finland (24)	180.06	-0.7	174.91	120.45	136.86	174.31	-0.4	2.62	181.36	176.74	120.47	136.44	175.01	276.11	171.11	182.00			
France (86)	186.73	-1.2	181.40	124.54	144.04	148.83	-1.4	3.09	180.02	184.13	126.48	140.10	150.89	191.17	181.59	167.21			
Germany (80)	171.06	-0.7	166.17	114.45	131.94	131.94	-0.4	1.75	167.18	167.18	114.45	131.94	131.94	131.94	131.94	131.94			
Hong Kong (58)	438.78	0.1	428.22	103.51	338.43	435.61	0.1	3.28	430.14	424.57	103.51	338.47	435.02	491.19	323.87	324.05			
Ireland (16)	261.39	-1.3	264.11	174.99	201.77	235.02	-1.4	3.41	265.05	264.78	176.00	203.74	237.51	238.09	208.44	210.73			
Italy (59)	74.69	-0.2	72.35	49.98	57.61	87.14	-1.9	1.73	76.39	74.71	50.00	59.73	86.86	82.71	65.45	72.66			
Japan (42)	148.92	0.3	145.71	98.26	113.32	98.26	0.3	1.78	147.78	147.78	98.26	113.32	98.26	98.26	98.26	98.26			
Malaysia (107)	542.07	-1.2	528.56	382.61	416.10	500.69	-1.1	1.80	548.83	531.23	383.34	421.97	536.67	528.14	427.37	483.14			
Mexico (16)	1048.58	-3.8	1016.61	700.07	807.21	898.50	-3.8	1.80	1089.18	1052.50	700.07	809.10	895.10	1297.14	647.81	689.82			
Netherlands (18)	278.02	-1	278.02	278.02	278.02	278.02	-1	1.80	278.02	278.02	278.02	278.02	278.02	278.02	278.02	278.02			
New Zealand (13)	210.52	-1.4	210.52	210.52	210.52	210.52	-1.4	1.71	210.52	210.52	210.52	210.52	210.52	210.52	210.52	210.52			
Norway (33)	336.61	-1.3	336.61	336.61	336.61	336.61	-1.3	2.48	336.61	336.61	336.61	336.61	336.61	336.61	336.61	336.61			
Singapore (44)	435.41	-0.2	435.41	435.41	435.41	435.41	-0.2	1.43	435.41	435.41	435.41	435.41	435.41	435.41	435.41	435.41			
South Africa (49)	268.08	-0.8	268.08	268.08	268.08	268.08	-0.8	1.10	268.08	268.08	268.08	268.08	268.08	268.08	268.08	268.08			
Sweden (67)	177.56	-0.1	177.56	177.56	177.56	177.56	-0.1	1.83	177.56	177.56	177.56	177.56	177.56	177.56	177.56	177.56			
Switzerland (47)	326.45	-0.2	326.45	326.45	326.45	326.45	-0.2	2.32	326.45	326.45	326.45	326.45	326.45	326.45	326.45	326.45			
Taiwan (38)	241.98	-0.7	241.98	241.98	241.98	241.98	-0.7	1.50	241.98	241.98	241.98	241.98	241.98	241.98	241.98	241.98			
Thailand (44)	176.78	-0.6	176.78	176.78	176.78	176.78	-0.6	1.94	180.00	175.30	170.42	180.00	177.00	193.95	130.15	137.08			
United Kingdom (93)	229.29	-0.1	229.29	229.29	229.29	229.29	-0.1	2.24	229.29	229.29	229.29	229.29	229.29	229.29	229.29	229.29			
USA (301)	290.00	-0.3	291.84	172.29	198.81	259.07	-0.5	2.24	287.16	256.98	172.29	198.81	259.07	291.81	197.59	197.59			
FRIDAY MARCH 8 1996										THURSDAY MARCH 7 1996									
Australia (81)	199.13	0.3	193.43	123.20	153.58	172.39	-0.9	3.82	198.44	199.29	122.80	126.57	172.88	199.24	156.79	181.12	199.12		
Austria (29)	193.67	-0.5	178.41	122.86	141.89	161.21	-0.1	1.82	194.50	197.78	132.02	141.86	194.19	199.28	181.11	192.22			
Belgium (24)	212.21	-0.7	208.14	141.96	153.67	159.87	-0.4	3.38	213.81	207.18	142.23	164.80	160.25	215.51	172.97	175.43			
Bract (21)	147.48	-0.8	143.28	88.85	113.75	297.01	-0.6	1.73	148.72	144.11	98.00	114.35	268.43	210.27	88.08	94.45			
Canada (101)	159.61	-1.1	149.92	152.78	116.46	152.03	-0.5	1.47	147.81	148.58	116.46	152.03	152.03	152.03	152.03	152.03			
Denmark (30)	285.54	-1.4	287.09	187.70	227.95	230.44	-1.1	1.86	286.78	290.47	198.54	230.47	232.90	230.17	232.41	263.88			
Finland (24)	180.06	-0.7	174.91	120.45	136.86	174.31	-0.4	2.62	181.36	176.74	120.47	136.44	175.01	276.11	171.11	182.00			
France (86)	186.73	-1.2	181.40	124.54	144.04	148.83	-1.4	3.09	180.02	184.13	126.48	140.10	150.89	191.17	181.59	167.21			
Germany (80)	171.06	-0.7	166.17	114.45	131.94	131.94	-0.4	1.75	167.18	167.18	114.45	131.94	131.94	131.94	131.94	131.94			
Hong Kong (58)	438.78	0.1	428.22	103.51	338.43	435.61	0.1	3.28	430.14	424.57	103.51	338.47	435.02	491.19	323.87	324.05			
Ireland (16)	261.39	-1.3	264.11	174.99	201.77	235.02	-1.4	3.41	265.05	264.78	176.00	203.74	237.51	238.09	208.44	210.73			
Italy (59)	74.69	-0.2	72.35	49.98	57.61	87.14	-1.9	1.73	76.39	74.71	50.00	59.73	86.86	82.71	65.45	72.66			
Japan (42)	148.92	0.3	145.71	98.26	113.32	98.26	0.3	1.78	147.78	147.78	98.26	113.32	98.26	98.26	98.26	98.26			
Malaysia (107)	542.07	-1.2	528.56	382.61	416.10	500.69	-1.1	1.80	548.83	531.23	383.34	421.97	536.67	528.14	427.37	483.14			
Mexico (16)	1048.58	-3.8	1016.61	700.07	807.21	898.50	-3.8	1.80	1089.18	1052.50	700.07	809.10	895.10	1297.14	647.81	689.82			
Netherlands (18)	278.02	-1	278.02	278.02	278.02	278.02	-1	1.80	278.02	278.02	278.02	278.02	278.02	278.02	278.02	278.02			
New Zealand (13)	210.52	-1.4	210.52	210.52	210.52	210.52	-1.4	1.71	210.52	210.52	210.52	210.52	210.52	210.52	210.52	210.52			
Norway (33)	336.61	-1.3	336.61	336.61	336.61	336.61	-1.3	2.48	336.61	336.61	336.61	336.61	336.61	336.61	336.61	336.61			
Singapore (44)	435.41	-0.2	435.41	435.41	435.41	435.41	-0.2	1.43	435.41	435.41	435.41	435.41	435.41	435.41	435.41	435.41			
South Africa (49)	268.08	-0.8	268.08	268.08	268.08	268.08	-0.8	1.10	268.08	268.08	268.08	268.08	268.08	268.08	268.08	268.08			
Sweden (67)	177.56	-0.1	177.56	177.56	177.56	177.56	-0.1	1.83	177.56	177.56	177.56	177.56	177.56	177.56	177.56	177.56			
Switzerland (47)	326.45	-0.2	326.45	326.45	326.45	326.45	-0.2	2.32	326.45	326.45	326.45	326.45	326.45	326.45	326.45	326.45			
Taiwan (38)	241.98	-0.7	241.98	241.98	241.98	241.98	-0.7	1.50	241.98	241.98	241.98	241.98	241.98	241.98	241.98	241.98			
Thailand (44)	176.78	-0.6	176.78	176.78	176.78	176.78	-0.6	1.94	180.00	175.30	170.42	180.00	177.00	193.95	130.15	137.08			
United Kingdom (93)	229.29	-0.1	229.29	229.29	229.29	229.29	-0.1	2.24	229.29	229.29	229.29	229.29	229.29	229.29	229.29	229.29			
USA (301)	290.00	-0.3	291.84	172.29	198.81	259.07	-0.5	2.24	287.16	256.98	172.29	198.81	259.07	291.81	197.59	197.59			
FRIDAY MARCH 8 1996										THURSDAY MARCH 7 1996									
Australia (81)	199.13	0.3	193.43	123.20	153.58	172.39	-0.9	3.82	198.44	199.29	122.80	126.57	172.88	199.24	156.79	181.12	199.12		
Austria (29)	193.67	-0.5	178.41	122.86	141.89	161.21	-0.1	1.82	194.50	197.78	132.02	141.86	194.19	199.28	181.11	192.22			
Belgium (24)	212.21	-0.7	208.14	141.96	153.67	159.87	-0.4	3.38	213.81	207.18	142.23	164.80	160.25	215.51	172.97	175.43			
Bract (21)	147.48	-0.8	143.28	88.85	113.75	297.01	-0.6	1.73	148.72	144.11	98.00	114.35	268.43	210.27	88.08	94.45			
Canada (101)	159.61	-1.1	149.92	152.78	116.46	152.03	-0.5	1.47	147.81	148.58	116.46	152.03	152.03	152.03	152.03	152.03			
Denmark (30)	285.54	-1.4	287.09	187.70	227.95	230.44	-1.1	1.86	286.78	290.47	198.54	230.47	232.90	230.17	232.41	263.88			
Finland (24)	180.06	-0.7	174.91	120.45	136.86	174.31	-0.4	2.62	181.36	176.74	120.47	136.44	175.01	276.11	171.11	182.00			
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Germany (80)	171.06	-0.7	166.17	114.45	131.94	131.94	-0.4	1.75	167.18	167.18	114.45	131.94	131.94	131.94	131.94	131.94			
Hong Kong (58)	438.78	0.1	428.22	103.51	338.43	435.61	0.1	3.28	430.14	424.57	103.51	338.47	435.02	491.19	323.87	324.05			
Ireland (16)	261.39	-1.3	264.11	174.99	201.77	235.02	-1.4	3.41	265.05	264.78	176.00	203.74	237.51	238.09	208.44	210.73			
Italy (59)	74.69	-0.2	72.35	49.98	57.61	87.14	-1.9	1.73	76.39	74.71	50.00	59.73	86.86	82.71	65.45	72.66			
Japan (42)	148.92	0.3	145.71	98.26	113.32	98.26	0.3	1.78	147.78										